

~~HISTORY CENTER~~

~~BROOKS~~ SAN FRANCISCO
~~FIELD~~ HISTORY CENTER
~~STICKS~~

BOUND
PER.



BOOK NO.

ACCESSION

371.88 Am351¹

404104 ✓

NOT TO BE TAKEN FROM THE LIBRARY

Form 37 10M 11-35

[REDACTED]

HISTORY - PROGRESS



Digitized by the Internet Archive
in 2014

<https://archive.org/details/americanplan1219indu>

THE
AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. I.

NO. 2



OCTOBER
1922

In This Issue

Resume of Strikes in
Progress

Extent of the
American Plan

The Plumbers' School

The Plasterers' School

Court Permanently
Enjoins Picketing

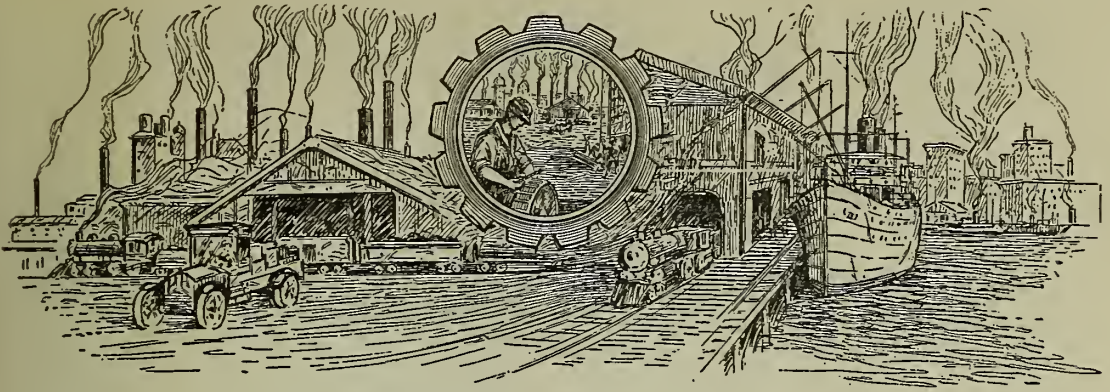
BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

x 331.88

Am 351¹

504104



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

FOREWORD

In the first issue of the "American Plan," (July, 1922) there appeared a summary of what might be termed the larger and more important activities and accomplishments of the Industrial Association during the first year of its existence. Space limitations precluded mention therein, however, of many other activities and accomplishments which had characterized the work of the Association during that period, and concerning which we believe our membership will be interested. Consequently we present herein a brief account of those activities and achievements.

CONFERENCES

Literally, hundreds of conferences have been held by members of the staff with architects, building owners, contractors, workers, material men, and others; usually in small groups, but frequently big meetings of an entire organization in some particular line. It has been a tremendous task to educate all those connected with the industry, as to the objectives sought under the American Plan, and the methods of obtaining those objectives. Thousands of questions as to the interpretation of the principles adopted by the Association had to be answered, and hundreds of hours have been required to convince those engaged in the industry that they must not lose sight of the interests of the general pub-

lic by attempting to take selfish, short-sighted advantage of the changed situation which has been created.

In connection with the carrying on of this phase of the work, too much praise cannot be given to the various committees of the Board of Directors for their devotion to the cause and faithful attendance at many meetings. Over a hundred meetings have been held by the Executive Committee, the American Plan Committee, the Membership Committee, the Industrial Relations Committee, and the Publicity Committee. The members of these committees have uncomplainingly and gladly given up hours of their time to attend important meetings and conferences, although all of them are among the busiest men in the city and serve this cause, of course, without compensation.

INDUSTRIAL RELATIONS

Carrying out its pledge to the public, the Association has invited all workers, either union or non-union, to bring to the attention of the Association any complaints concerning the enforcement of working rules established by the Association, or concerning general treatment by employers. Hundreds of such complaints have been filed by individual workers, as well as by representatives of various craft unions, and so far, every



The AMERICAN PLAN

case has been adjusted to the satisfaction of all concerned.

Unfortunately, there have been some contractors who have felt that they could take advantage of the men under the new conditions and they have paid the men below the scale, worked them overtime without proper pay, or mistreated them in other ways. In all such cases, the Association has dealt firmly with the contractors and enforced to the letter the award of the Impartial Wage Board, and the working rules established by the Association. In some cases where pay has been wrongfully withheld from men, the Association has collected several hundred dollars for the workers.

COOPERATION WITH OTHER WESTERN CITIES

In order that the local situation cannot become contaminated from without, and in order to cooperate in bringing about the firm establishment and maintenance of the American Plan in all the industries of the West, the Association has constantly kept in touch with similar organizations in all of the principal cities of the Western states. Representatives of the Association attended a conference at Salt Lake City in April at which were gathered representatives of similar organizations from 29 cities from 11 different Western states. Representatives of the Association have likewise attended conferences and addressed meetings having to do with the American Plan in Los Angeles, Fresno, Oakland, San Jose, Bakersfield, Santa Rosa, Richmond and Vallejo. A representative of the Association will also address an Industrial Conference to be held at Colorado Springs, from October 2nd to 5th.

Everywhere it has been found that the greatest interest is being taken in the splendid forward stride that San Francisco has made in the field of industrial relations; and everywhere there exists the firm determination to preserve the American Plan in all the basic industries of the West.

EXTENT OF THE AMERICAN PLAN IN SAN FRANCISCO

Besides the building industry, which is 100% American Plan, the following other industries of San Francisco are now operating on that basis of employment:

The Metal Trades, including shipyards and foundries, with an investment of more than \$50,000,000, employing 22,000 men with a yearly payroll of \$28,000,000, and manufacturing approximately \$140,000,000 worth of products annually.

The Market Street Railroads, employing 2,828 persons, with an annual payroll of \$4,943,300, and representing an investment of \$32,150,000.

The Chemical Manufacturers employing approximately 2,000 persons and with a yearly output of \$35,000,000 worth of products.

The Candy Industry, employing about 2,500 persons and annually manufacturing \$13,000,000 worth of products.

The San Francisco Home Builders, representing all the home builders of San Francisco, and with a total investment amounting to a large sum.

The principal Taxicab Companies, representing an investment of \$400,000, employing 140 persons, and with an annual payroll of \$25,000. It is especially significant that all of the taxicab companies, within two months after establishing the American Plan, were able to reduce their fares 25%.

The shoe manufacturing industries and the manufacturing tailoring establishments representing in the aggregate a large investment, are operating American Plan, and there is likewise a growing tendency in the Textile, Leather, Printing and Food Industries of San Francisco, to establish this basis of employment.

Also, all the waterfront workers, including stevedores, and freight handlers and the seamen of this port, are working under the American Plan.

The employing lithographers of San Francisco, employing several hundred men and representing an investment of \$2,500,000.

The AMERICAN PLAN



LITHOGRAPHIC INDUSTRY OF SAN FRANCISCO GOES ON AMERICAN PLAN

The Industrial Association is glad to be able to state that the lithographic industry in San Francisco is now operating on the American Plan. About eight months ago, the employing lithographers found it necessary, in order to meet the demands of general, post-war readjustment, to effect a twelve and one-half per cent reduction in the wages of journeymen lithographers. There had been wage increases during the war, amounting in all to approximately one hundred per cent, so the twelve and one-half per cent reduction was considered a modest one. The lithographers' union, however, ordered its men to strike when the wage reduction became effective.

The Industrial Association impartially and carefully investigated the whole matter, decided that the men were taking an unreasonable position and gave its full support in every way to the employing lithographers. The employers then decided to adopt the American Plan and to pay their men in accordance with their efficiency and ability to produce, with a high guaranteed minimum wage. As the matter stands now, the union has advised the men that they can go back to work and accept the wage reduction which it originally ordered them to strike against; and all the men for whom jobs are available are being taken back as INDIVIDUALS and at the average wage of \$42 per week.

In the meantime, however, the employing lithographers have trained up some 100 apprentices, and furthermore have found that they can operate their plants with less man power, without decreasing efficiency or production and without injuring their men in any way. They are able to do this latter by virtue of having abrogated certain arbitrary union regulations which were designed solely to make more jobs. For instance: union regulations required a journeyman for every machine, regardless of how small or simple of operation the machine might be; whereas, the employers have found that with the smaller and simpler machines, one journeyman with a helper can

take care of several machines without any trouble and without cutting output or efficiency. Thus the employers have discovered that by operating on the American Plan they will be able to maintain the same high standard of efficiency and keep up to their regular output, with approximately twenty-five per cent less journeymen than they were forced to employ while operating on the closed union shop basis.

ANOTHER BRANCH OF INDUSTRY ADOPTS THE AMERICAN PLAN

In January of this year, the Association of Foundrymen decided to join the other branches of the metal trades in the Bay District in operating their foundries under the American Plan. Investigation by the Association proved that no agreement with the unions would be violated by this step as the old agreement was just expiring. Accordingly, the staff of the Association cooperated with the Foundrymen in framing a set of entirely fair and just shop rules and working conditions, and the Foundrymen were given the backing of the Association in inaugurating the American Plan in their shops. It is gratifying to report that the American Plan was established by the Foundrymen without any strike or lock-out and that practically all plants engaged in the metal trades industry are now operating under the American Plan.

THE RIGHT TO WORK

A free American has the right to labor without any other's leave. It would be no less an abridgement to deny men the right to bargain collectively. Government cannot tolerate any class or group domination through force. It will be a sorry day when any group domination is reflected in our laws. Government and the laws which government is charged with enforcing, must be for all the people, ever aiming at the common good. * * * Liberty is gone in America when any man is denied by anybody the right to work and live by that work, it does not matter who denies.

President Harding, July 4, 1922.



The AMERICAN PLAN

RESUME OF STRIKES IN PROGRESS

PLUMBERS' STRIKE

With respect to the plumbers' strike, reported in our first Bulletin, the situation is growing more satisfactory day by day. Those few plumbing contractors who elected to oppose the American Plan have found the sentiment of builders opposed to them and therefore have had increasing difficulty in securing jobs. Recently several of them have certified their intention of operating, henceforth, on the American Plan. There are, at present, about 400 American Plan plumbers' apprentices and helpers working in San Francisco, and only approximately 75 union men. The situation is continuing to grow progressively better and it is believed that the strike is practically over. The plumbing contractors operating American Plan have been able, through the aid of the Association, to secure competent men, and to go ahead with their contracts without delay and in a thoroughly satisfactory manner. As to the cost of operating under the American Plan, the following letter from one of the principal plumbing contractors in San Francisco speaks for itself:

243 Minna Street,
San Francisco, Calif.,
September 11, 1922.

Industrial Association of San Francisco,
Santa Fe Building, City.

TO WHOM IT MAY CONCERN:

It has come to our attention from various sources that it is sought to convey the impression that contractors in the building industry in San Francisco who are operating under the American Plan—and this refers particularly during the period extending over the last five months, from April, 1922, to date—find that it is more expensive to the contractor and what is most important to the owner, insofar as labor is concerned to operate under the American Plan.

We are in a position to convince any fair minded individual that we are completing our contracts, namely, heating and plumbing—to be conservative about ninety per cent (90%) of them—within the time and cost of labor estimated, and the writer had occasion only recently to check up on a few of our installations that unquestionably showed this very

convincingly. We have no objection in proving this statement to any duly accredited representative of the Industrial Association and would be pleased to do so.

Yours truly,

SCOTT CO.,
By Wm. P. Scott,
President.

BRICKLAYERS' STRIKE

The bricklayers' strike is virtually over. Practically all the brick work of the city is going ahead on the American Plan basis of employment and but a scant few union bricklayers are at work anywhere. Brick work is being carried on to meet all building demands today.

TAXICAB DRIVERS' STRIKE

The taxicab drivers' strike was won by the taxicab companies which now are operating American Plan and giving 100 per cent normal service. It is quite significant that within two months after effectuating the American Plan, these companies were able to reduce taxi fares 25 per cent.

The taxicab companies which made this fight in behalf of the public of San Francisco are: Black and White Taxicab Co., Yellow Taxicab Co., and Atlas (or Checker) Taxi Co., and they are certainly entitled to the patronage of all supporters of the American Plan.

METAL PLATERS' STRIKE

About July first the metal platers at work in San Francisco demanded an increase in wages from \$7.40 to \$8.00 and, when their demand was not granted, struck. The Industrial Association investigated the matter and was convinced that the men were receiving a fair wage and that their demand for an increase was not justified, under existing economic conditions. In consequence, the Association cooperated to the fullest extent with the employing metal platers, (who immediately, upon the strike, put into effect the American Plan), and has assisted them to maintain the American Plan as a permanent basis of employment.



ITEMS OF INTEREST

The situation growing out of the strike of union bricklayers in April of this year has finally come to a head and the Master Masons have all agreed henceforth, to conduct their business according to the principles of the Industrial Association. Consequently, the brick work of the signatory master masons, who constitute all of the master masons with one or two exceptions in San Francisco, in the future will be conducted strictly on American Plan lines. The agreement covering the matter provides that the Association will, if necessary, pay a bonus to the bricklayers in order to secure competent mechanics, and as a reward for extra skill or production above the average.

MASTER PLASTERERS' ASSOCIATION ESTABLISHES AMERICAN PLAN

Within the past ten days, the Master Plasterers' Association of San Francisco, after careful consideration and thorough discussion, has gone on record in favor of operating, henceforth, on the American Plan basis of employment and has agreed to cooperate in every way with the Industrial Association in carrying out the plastering jobs, incident to building construction in San Francisco. Previously, the main group in this Association had opposed the American Plan although many Master Plasterers had been operating on this basis.

PLASTERERS' SCHOOL

In connection with the plasterers' school and, as proof of its efficiency, it might be stated that a young man who completed the course of instruction in the school has found himself able to enter into the plastering business as a contractor and has already secured three or four small houses to do.

PAINTERS' SCHOOL

The Association is contemplating opening, as soon as possible, a school for the training of painters, to relieve the existing acute shortage of skilled painters. The matter has been under discussion for some time and the proper plans have been worked out; and, as soon as an available location can be found, the

school will commence operations. It is possible that in this same school instruction will also be given in paper hanging.

* * * * *

The general contractor who has been doing the work on the new Anglo-London-Paris National Bank Building operates under the American Plan. The ornamental plastering, however, was being done by another contractor working under union conditions, whose men refused to work because of the fact that the general contractor's men were American Plan mechanics. Consequently, it was found necessary to put marble setters (who, by the way, were all union men) at work to put up all the so-called cast work. Upon this being done, the shop plasterers proceeded to strike but returned after being out two days. The marble setters have gone ahead with the cast work and have done it exceptionally well, which is significant as being indicative that this character of work is not so highly skilled nor so difficult to do as has been so often represented; and as showing the waste of old jurisdictional rules.

* * * * *

About a year ago, the union pattern makers of San Francisco struck; whereupon the employers put into effect the American Plan. Shortly after this strike was called, an American Plan pattern maker was badly beaten by union men or sympathizers and later was informed by a member of the pattern makers' union that if he went back to work they would "get him." He went back to work, however, and has continued to work steadily since then. About three weeks ago, as he was about to enter his place of employment on Second Street, a large automobile roared past and discharged a shotgun at him. He was quite severely injured as also were a man and woman who were passing along the street. The perpetrators of this outrage have not been apprehended but fortunately none of those injured succumbed, and the American Plan pattern maker is back at work, secure in the belief that he will be protected by the Industrial Association in his desire to work under the American Plan.



THE PLUMBERS' SCHOOL

The plumbers' school which the Association opened last May has continued to be a distinct success in every way. Some seventy-five boys and young men who took their initial training in this school are now out on jobs as apprentices, earning good wages and giving thoroughly satisfactory service to their employers. A letter, bearing on the character of work being done by these apprentices, from one of the leading plumb-

ing contractors of San Francisco appears below:

JAMES H. PINKERTON
Plumbing, Heating and Power Plant
Contractor
927-931 Howard Street
Kearny 1737

San Francisco, September 14, 1922.

Industrial Assn. of San Francisco,
Santa Fe Building,
San Francisco, Calif.

This is in answer to your inquiry in regards to the plumbing apprentices who have had a



The pictures appearing opposite show a group of students from the Industrial Association's school for plumbers. These students, under the supervision of William P. Goss, President of The Master Plumbers' Association of San Francisco installed all the plumbing in the two houses which appear in the pictures. Commenting on this particular feat, Mr. Goss said:

"As to concrete results, a group of fourteen students from the school were taken by me and put to work installing the plumbing in two new houses in the residential district of San Francisco. Under my supervision they installed all the plumbing

The AMERICAN PLAN



preliminary training in your Industrial Training School.

I will say that I think it is one of the most successful undertakings that we have come in contact with during our present turmoil. I think that the two weeks' training they receive in such work as caulking joints, and threading and cutting pipe, also learning the different kinds of material connected with our business and also the opportunity for judging the worth of the boy is better than the first six months training that the apprentice gets in the ordinary plumbing shop.

We have had quite a number of boys from your last school, and are thoroughly satisfied.

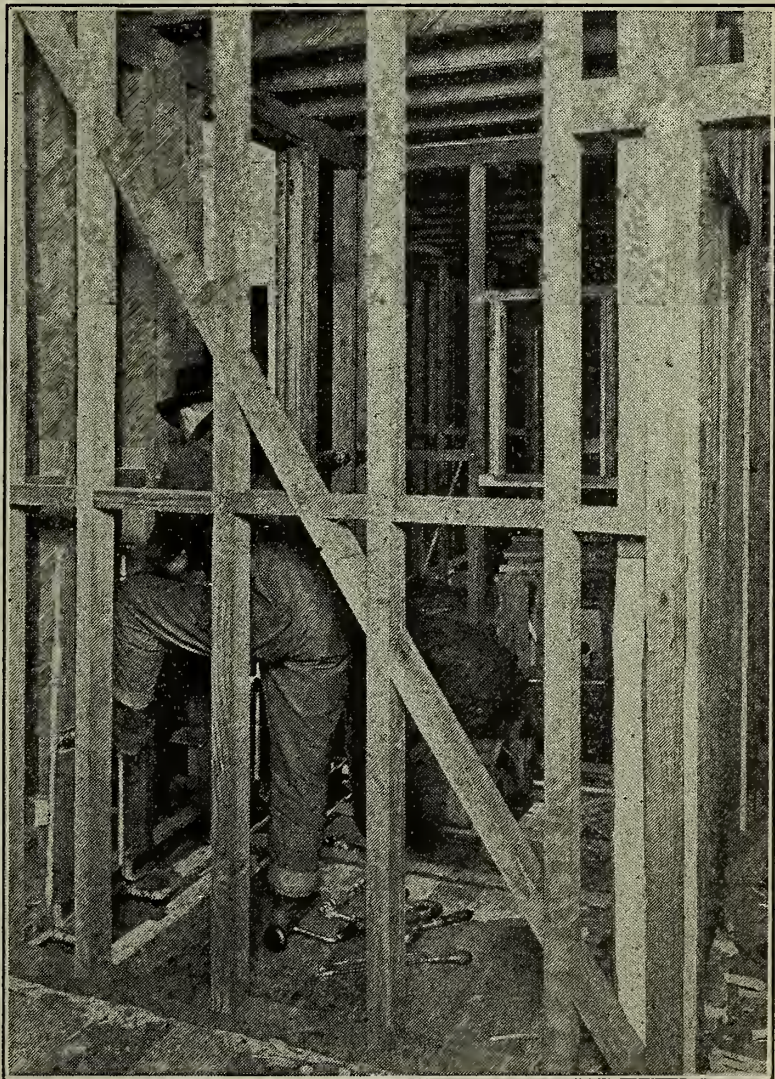
Very truly yours,

JAMES H. PINKERTON.

An additional class of 18 entered the

school within the last ten days. After two weeks of training, its members will take the places of 18 apprentices now on the job, and the latter will return to the school to receive instruction in the more difficult phases and technical problems of the plumbing business. When these men have completed this additional training, they will replace another 18 men on the job, and the latter will re-enter the school. This method will be pursued until all apprentices have had the full course of higher instruction in all branches of the plumbing business. During the initial period of instruction, the

in these two houses in three days. This included the running of soil pipe, the installation of vent pipes, water pipes and gas pipes; together with the caulking of joints and the threading and cutting of pipes necessary to be used. Besides being done in this brief period of time, the job was done perfectly. This feat is only one of a number of a similar nature performed by this or other groups of students from the school, and is described merely to prove that competent journeymen plumbers can be made in a comparatively brief period provided that students are selected with care and are given intensive methods of training."





The AMERICAN PLAN

men were trained mainly in the names and types of fittings and their principal uses, caulking of joints in the more common and important combinations of fittings, in pipe threading, joint wiping and with respect to simple, elementary problems in "roughing in" small work. The present phase of the instruction involves much more complicated plumbing installation, and a very considerable amount of paper work in connection with laying out and planning the layout of jobs in advance.

The initial instruction was for a two-week period and it was planned to return the men to the school every so often for a second period of two weeks. It now has been decided to limit the men on their return to successive periods of one week of instruction. Under this plan a different problem will be taken up each day of the week for the first five days—each problem involving some new phases of plumbing installation and each being

more difficult than the one preceding. Saturday mornings will be taken up with a general review of the work of the days preceding.

STATEMENT OF GRADUATE OF PLUMBERS' SCHOOL

I thought I would let you know how I am getting on with my work and how much I appreciate the opportunity I have had to learn the plumbing trade.

You perhaps know that I spent the two weeks required as a student in the Association's school.

Since those two weeks I have been working for Mr. Goss in his shop and feel that those two weeks were well spent. Having had no experience at the trade I got the essential ideas which I needed, to be of some use to a plumber on the job. I have been working now ten weeks and have advanced from the beginners' scale of two and one-half dollars a day to four and one-half. I feel that I have made a good start and have certainly had a square deal—all of which I want to express my appreciation of.

Respectfully yours,

(Signed) HERBERT LARSON.





PRESS COMMENT

"The Industrial Association of San Francisco is doing much pioneer work to reestablish the old system of apprentice helpers. The Association is now opening day schools for plumbers, plasterers, etc., with an intensive course of eight weeks or longer, after which the students are sent out as apprentice helpers, under experienced master workers. By a careful selection of apprentices and cooperation in an advisory capacity by master workers it is believed that this plan will result beneficially both to the public in relieving labor shortage and to labor itself. If so, San Francisco's experiment will find its way eastward and we shall all extend a welcoming hand."—Columbus (Ohio) Journal of Commerce.

A NEW LESSON IN FREEDOM

"The Industrial Association of San Francisco, which came into existence as a result of the building trades' strike in that city last summer, seems to have been instrumental in lowering the price of building material within that metropolitan area. But of even greater importance is the fact that the Association has devised a way to meet the frequently recurring labor shortage problem. Knowing the value of increasing the number of skilled workers, it has established two apprentice schools, one for plasterers, the other for plumbers and so successful have these trade schools become that those who need such workers regularly make requests for the pupils' services.*.*.* Besides remedying an intolerable situation, San Francisco has pointed the way to the people of other municipalities."—New York Commercial.

"By conducting these trade schools, which are all free, the Industrial Association expects to make enough skilled craftsmen to meet the needs of the community, as well as to give most practical aid and encouragement to the American boy who desires to learn a useful trade."—Pittsburg (Pa.) Press.

"It is an interesting indication of the possibilities of the future industrial situation in this country to note that industries capitalized at over \$200,000,000 and employing upward of 50,000 workers in a city (San Francisco) of more than half a million people have operated successfully for over a year under a system based upon the individual contract between the worker and his 'boss'."—Providence (R. I.) Journal.

"Thus it becomes conclusively evident that the public, the workers and the employers, all have benefited materially and lastingly by the establishment in San Francisco of the American Plan."—Engineering World (Chicago).

"There are some things about the American plan as it is practiced in San Francisco that are not fully understood and some which will not harmonize with the ideas of local organized building labor groups and the contractors' organization, but if under this plan the efficiency of mechanics is improved to the extent shown by the recent study in San Francisco there must be something in it that might well be considered by local contracting interests which earnestly desire a stabilized industry."—New York Times.

"The results achieved in these training schools (Industrial Association's schools for plumbers and plasterers) have more than borne out the contention of forward looking elements in San Francisco's industrial life that a solution for the shortage of building mechanics lay in the hands of the employers. The attitude of some sections in sitting back and bewailing the situation and spending time and energy in blaming one local group or another for the state of acute shortage of mechanics is not the constructive attitude that will produce these necessary men. Crying over bad conditions will not remedy the situation. The engineering method of procedure is the course to take. "The way to get more skilled mechanics is to make them," says the San Francisco Industrial Association."—American Contractor (Chicago).



The AMERICAN PLAN

THE PLASTERERS' SCHOOL

The Plasterers' School, which with the plumbers' school, has been favorably commented upon by the press, industrial organizations and prominent individuals throughout the country, is operating with a full quota of students. Some 70 boys and young men who took the training offered by this school are now out on plastering jobs and have uniformly made excellent records for both quality and quantity of work done. A case in point is that of a boy who took the training in this school and has now been out on a job for about two months. He showed such skill and speed that on several occasions he was asked by full-fledged journeymen plasterers, with whose work he was about keeping up, "where he had received his training." Further proof of the efficiency of this school is furnished in the following two letters:

LETTER FROM GRADUATE OF PLASTERERS' SCHOOL

Some weeks ago you asked me for my opinion and views on the plastering school.

At the time I told you that owing to the fact that my father was a strong union man, I did not want to make any statement for fear of getting him in hot water with his associates.

Since that time I have thought the matter over and I think that I owe it to the school and also to those who have made the school possible, some kind of a statement and letter of thanks for what the school has done for me and also for many of the boys who were at the school with me.

Before I went to the school I tried for two whole months to get on as an apprentice plasterer with several different contractors. After hanging around the Exchange for two months, I finally went down and saw Mr. Pierce of the Association and through a letter from him I succeeded in getting placed at \$2.50 a day.

I stayed with this man at the same money for four weeks. Then I left him and went to the school and the Association was kind enough to pay me the same wage while I was going to the school; otherwise, I would not have been able to have taken up the opportunity. I have never expressed my thanks for the wonderful chance you people gave me, but I appreciated it very much. I was at the school six (6) weeks and in that length of time I increased my plastering ability just \$4.50 a day. In other words, I left the school at \$7.00 a day and have not had to work for less since I have been out. I have had a

little hard luck getting some lime in my eye, which laid me up for a while, and I changed places a few times, or I would be receiving more money, but I am well satisfied that a school that will help a man to increase his earning power \$4.50 a day is a good thing and worthy of a lot of support.

I am working steady and have been since I left school except for a few weeks that I was laid up with a bum eye. You may use this letter for any purpose you wish. The school has been a big benefit to me and I wish to thank yourself, Mr. Eliel, and Mr. Pierce for the help you both have given me in getting started at this game.

(Signed) THOMAS F. HARAN

LETTER FROM SAN FRANCISCO PLASTERING & LATHING COMPANY

In reply to your inquiry for our impartial opinion of the value of the School for Plasterers' Apprentices as judged by the work of the pupils from this school in our employ, we are glad to be able to report that the results obtained by the school have very much surprised us and are beyond our expectations.

Some of the boys have served approximately two months with us and due to their preliminary school training, we would rate their work as equal to that which the same boys would have accomplished after a year's apprenticeship under the old conditions in the trade. The best of our apprentices have sufficiently progressed in plain work to warrant our giving them instruction in the more difficult and advanced lines of the plasterers' trade and as the boys advance we shall be pleased to accept new recruits from the school ranks.

Owing to the acute shortage of mechanics in our line throughout the entire country, to the fact that unrestricted emigration of foreign born mechanics is no longer permitted and to the fact that San Francisco is called upon to supply mechanics to the greater part of Northern and Central California and often to the South, we believe the operation of the school is a necessity and its continuance should be encouraged as long as the need thereof exists and the work of its pupils continues to merit approval.

We are also pleased to commend the school for its care in the selection of its pupils. Our apprentices are obedient, seem to take an interest in their work, are industrious and anxious to advance. With such selected material we should be able to make some good mechanics and are confident that we shall.

Yours very truly,

San Francisco Plastering &
Lathing Company,
Wm. F. Gardiser,
General Manager.



COURT PERMANENTLY ENJOINS PICKETING

About six years ago an ordinance was enacted in the City and County of San Francisco prohibiting picketing. The unions, however, soon found a way of evading the ordinance by resorting to the practice of having a man walk up and down in front of the establishment desired to be boycotted, saying nothing, but conspicuously displaying some labor paper across the front of which in large type would appear some such words as: "Employer Unfair to Organized Labor." Arrests were made in numerous instances and the offending parties brought into the Police Court, but in every case the Police Courts held that the practice described was not picketing as defined in

the ordinance and therefore not unlawful.

Thus the whole matter rested until July 21, 1922, when in a sweeping decision Superior Judge James M. Trout decided that the ordinance in question covered this form of picketing; and in consequence, issued an injunction permanently restraining all persons from picketing a barber shop in San Francisco which long had been operating on the American Plan. Inasmuch as the parties defendant (the unions) did not appeal from the decision within sixty days, they cannot now appeal. The decision therefore, stands as final and absolute, and will no doubt serve as a controlling precedent for the future with respect to the matter involved therein.

BRICKLAYERS' SCHOOL

The Association expects to open a bricklayers'-apprentice training school within the next few weeks. A careful study has been made of the experience of Minneapolis and Oakland, where such schools were operated for a short time, and the Association is convinced that it is entirely practicable to conduct a school furnishing intensive instruction in brick-laying. The course probably will last from two to three months and will cover use of tools and materials, laying of common brick to a line, laying corners, the construction of fireplaces and chimneys and the setting of partition tile.

A SCHOOL TO TRAIN TILE-SETTERS

There is an acute national shortage of competent tile-setters, and it is believed that the only way to meet it is to train new men for this craft. Consequently, the Association is conducting a careful inquiry into the requirements for such training and discussing with the employer tile-setters the desirability of such a school.

BRICKLAYING PRODUCTION STUDY—AMERICAN PLAN CREW

Crocker Apartment House
Corner Guerrero and Market Sts.

Period of study: three days

Labor used:

3 men—three hours— 9 man hours.
4 men—eight hours—32 man hours.
4 men—eight hours—32 man hours.

—
Total.....73 man hours.

Work done:

18,566 bricks laid in 73 man hours,
which is 254.3 bricks per man hour, or
an average of 2,035 bricks per day per
man.

The Association is pleased to state that, in connection with bringing in skilled mechanics to work in San Francisco on jobs where union men have struck, it has also been instrumental in bringing the families of some 75 of these men to reside permanently in San Francisco.



The AMERICAN PLAN

MILLIONS

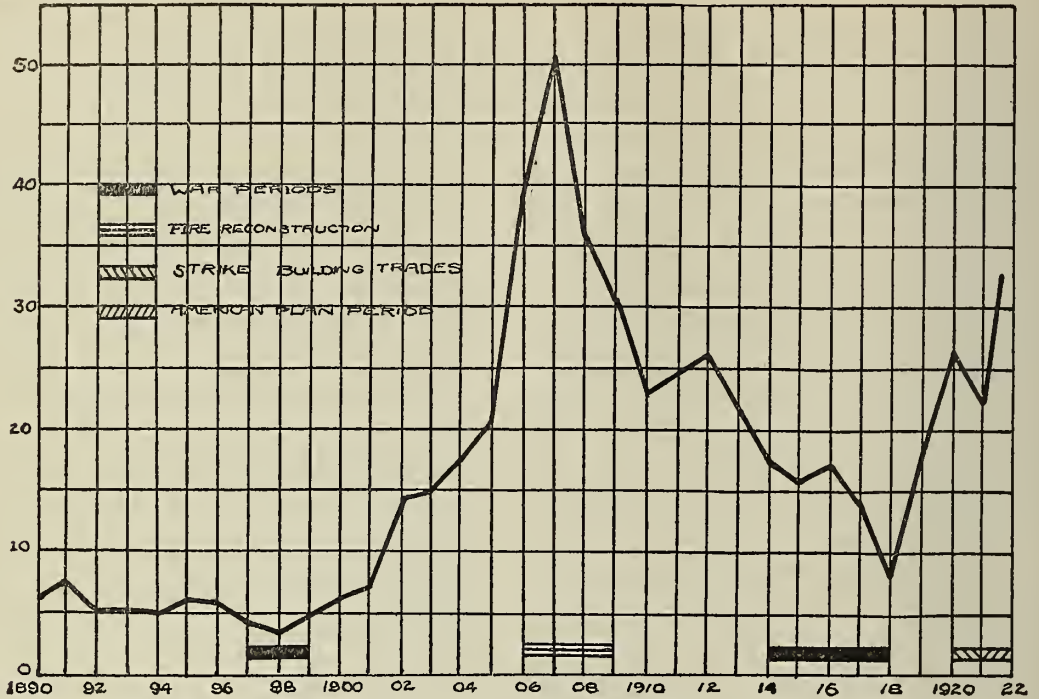


CHART OF ANNUAL BUILDING PERMITS, 1890 TO 1922

The above chart shows the general trend of building activities in San Francisco during the last thirty years. The effect of the fire and the reconstruction period can be noted. In the seventeen years since 1906 there has been \$422,164,485 worth of construction work done, which represents the rebuilding of nearly all the business area of the city, the greater part of which is made up of modern Class A and B structures. The effects of the war and the present reconstruction period is also evident. The handicap of the strike in the development of the city is clearly shown by the drop in the amount of building permits in 1921. The present development under the American Plan prophesies a big year, one which should surpass all previous years except 1906, the year of the fire.

MILLIONS

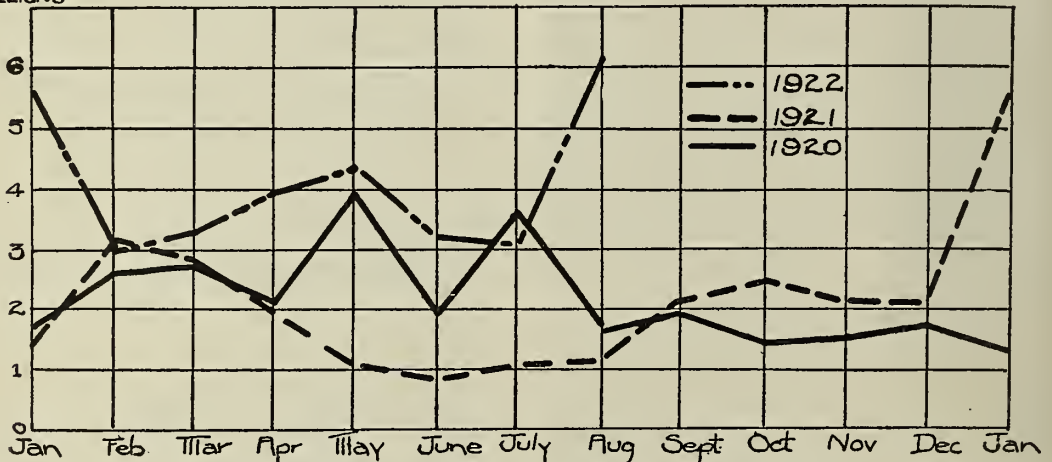


CHART OF RECORD OF PERMITS BY MONTHS

The above chart illustrates the monthly trend of building operations during the last three years, showing the effects of the building trades strikes during the period of May to September, 1921. Since that time, there has been a gradual increase in building under the operation of the American Plan. It should also be noted that January, 1922, was the date of the first Impartial Wage Award.

Note.—Two Januaries are noted on the lowest horizontal line of the chart. The line on the right is used to designate the January of the following year in order to more easily trace the trend of conditions from year to year.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. IV

No. 2



SEPTEMBER
1925



Shipowners' Association
Again Wins Court Battle

Musicians' Union Makes
New Demands

American Plan Craft
Organization Proceeding

Safety Record on New
Phone Building

Fine Results of American
Plan

Foundry Progress

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

\$3500 REWARD

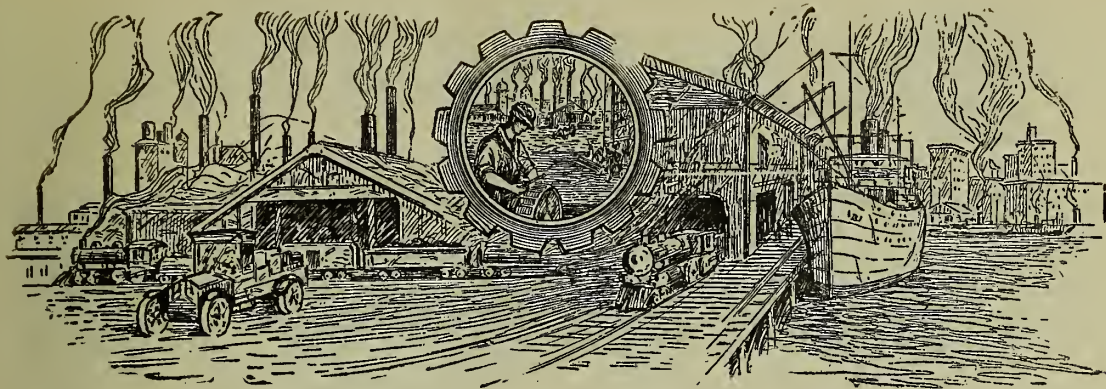
A reward of \$1000 will be paid by the undersigned for information leading to the arrest and conviction of the person or persons who were guilty of shooting Cornell Brazington, an American Plan molder employed in the plant of the Enterprise Foundry Co., at 20th and Shotwell Sts., San Francisco, Calif., August 21st, 1925.

A reward of \$2500 will be paid by the undersigned for information leading to the arrest and conviction of the person or persons who were guilty of shooting Peter Perasso, an American Plan molder employed in the plant of the Moore-Noble Foundry Company, at Connecticut St. near 18th St., San Francisco, Calif., August 26th, 1925.

INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

Santa Fe Building, San Francisco

Douglas 7620



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco

Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

SHIPOWNERS' ASSOCIATION AGAIN WINS COURT BATTLE

The Shipowners' Association of the Pacific operates an employment department through which all seamen employed on the boats in the coastwise trade are hired. Formerly the hiring of these seamen was handled through the Seamen's Union, but since the effectuation of the American Plan in coastwise shipping the Union has had nothing to say in the matter. Shorn of its power, the union through one Street, a seaman, brought suit in 1922 in the Federal District Court at San Francisco asking that the Shipowners' Association be restrained from operating an employment bureau. This case was of interest and importance to the Industrial Association of San Francisco for the reason that if the right to conduct an employment bureau had been denied the Shipowners' Association it might have legally followed that no similar association would be permitted to operate an employment bureau. Consequently, the Industrial Association took up the defense of this suit; and a motion to dismiss the complaint, interposed by attorneys for the Industrial Association, was granted by Federal Judge Detrick. Street then appealed to the United States Supreme Court, which held that it had no jurisdiction in the matter and

sent the appeal back to the Circuit Court of Appeals. This latter Court sustained Judge Detrick's order of dismissal, and there the case ended—a complete victory for the Shipowners' Association.

Recently, another seaman, one Cornelius Andersen, evidently acting at the instance of the Seamen's Union, filed a suit against the Shipowners' Association of the Pacific et al, again asking for an order restraining the operation of the Shipowners' Association's employment bureau. This suit is almost identical with the one brought by Street, except that in this case efforts have been made to perfect the pleadings and meet the points upon which the previous decision was based. The Industrial Association has also defended this case; its attorneys having interposed on behalf of the defendants a motion to dismiss the bill of complaint. The matter was heard by Federal Judge Partridge who, on August 22nd, granted the motion to dismiss. Judge Partridge held that he was bound by the rulings in the Street case and by other decisions which have been handed down in the interim. It is expected that the plaintiffs will take an appeal from Judge Partridge's decision and that ultimately the case will reach the Supreme Court of the United States.



The AMERICAN PLAN

ANOTHER AMERICAN PLAN MOLDER SHOT

On Friday morning, August 21st, as Cornell Brazington, an American Plan molder working at the plant of the Enterprise Foundry Company was on his way to work, he was shot from a passing automobile with a shot-gun loaded with buckshot. He was not seriously wounded, and will be out of the hospital in a short time. His assailant or assailants escaped and to date have not been apprehended.

MUSICIANS' UNION MAKES NEW DEMANDS

The Musicians' Union has demanded that members of all theatrical orchestras, after two weeks of satisfactory service, be given a six months contract of employment. This unreasonable demand has aroused the employers through the Allied Amusement Industries—representing all the large motion picture theatres and a number of the legitimate theatres—to action. The Allied Amusement Industries has notified the Musicians' Union that if this demand is enforced, the various members of this organized body of employers will cut their respective orchestras to the minimum prescribed by union rules and pay only the minimum wages prescribed by the union scale. It is claimed, in this connection, that many if not most of the larger theatre orchestras, have a much larger complement of artists than the union rules require, and that many of these artists are paid considerably above the union scale. The Union has had several midnight meetings on the matter, and it is reported that final authority has been placed in the hands of its officials to deal with the situation as they may see fit. It is also rumored that the Union is about to announce a new minimum, both as to number of artists and rate of pay, the new minimum in each case to be the number of artists and the scale of pay as existing at the time of the union ultimatum. So far as we have been able to learn the employers as represented by the Allied Amusement Industries are standing pat on their refusal to grant the new demands of the union, and it is possible that union officials will order a strike. Employers in six other large cities throughout the

country are said to be facing similar demands, which are generally considered to be extremely unwarranted and intolerable. In fact, for both absurdity and irksomeness, the rules of the Musicians' Union are claimed to rival those that were once enforced in San Francisco by the building trades unions.

AMERICAN PLAN CRAFT ORGANIZATION PROCEEDING

A movement has recently been inaugurated by a group of American Plan mechanics which marks one of the most interesting of the numerous offshoots and results of the American Plan in the building trades. Preliminary steps have been taken by these men for the organization of a Mutual Benefit Association of non-union journeymen plumbers, steamfitters and apprentices. A constitution and by-laws has been prepared which will shortly be submitted to a mass meeting of all non-union journeymen and apprentices for ratification.

The objects of the organization are to afford the members the advantages of sickness and accident insurance, and to provide a means for social contact among the large number of non-union men in these trades. Organizations of this sort have worked well elsewhere. The Associated Industries of Seattle has successfully organized the various skilled American Plan building trades mechanics into craft groups, including carpenters, plumbers, painters, etc., under the general name of the American Association of Craftsmen and Workmen. Each craft has its president, vice-president and treasurer and a common secretary who is both manager of the employment department of the Associated Industries and in charge of the finances, employment service, store and club rooms of the American Association of Craftsmen and Workmen.

The operation of the employment department and club rooms is maintained by dues collected from the members. The Associated Industries underwrites any deficit. Each craft president is a member of the general governing board. Meetings with the officers of each craft are held bi-weekly with the secretary to consider the problems of the trade, new



members and complaints. The general board, made up of the presidents of each craft group, meets bi-monthly to discuss matters of policy regarding the operation of the club rooms, employment service, store, insurance, entertainment, etc.

Each member has \$1,000. worth of life insurance which he maintains at the flat rate of \$.85 per thousand. Additional dues of \$1.00 per month give members the advantage of the employment service, social events and club rooms. The organization has now under consideration the opening of a lunch counter for the convenience of the members.

There are at present over 4500 members in the Association. All new members are on probation for a month before they are allowed to become bona fide members in good standing and only first-class mechanics in the trade are allowed to become bona fide members.

ORGANIZATION OF NEW APPRENTICESHIP PROGRAM FOR GLAZIERS

Members of the Glass Jobbers' Association in San Francisco and Oakland requested that the Training Department of the Industrial Association make a study of the apprenticeship situation among the glass shops and make recommendations as to a proper training schedule and agreement for the trade.

A survey was made of all mechanics and apprentices in the two cities. With this information as a basis, a plan was adopted by the Apprenticeship Committee which resulted in the drafting of an agreement which was signed at a meeting held August 4th by practically all members of the group.

A mass meeting of all employers and apprentices will be held early in September at which time procedure will be outlined in detail. Under the agreement all apprentices will be advanced on a definite schedule as a result of general instruction by the shop management in each branch of the trade in order that all-around mechanics may be secured. Each apprentice will sign an agreement to abide by the regulations of the Apprenticeship Committee. Agreements will also be required of the employers covering their share of the program.

The Industrial Association will act as arbitrator in case of dispute and in addition will advise the Committee on matters of general training policy. Records will be kept of the progress of apprentices and regular meetings will be held with the trade committee to follow up the enforcement of the plan.

INSTRUCTOR IN PAINTING SCHOOL DIES

We regret to announce the death on August 17th of Mr. Ernest Baumann, Instructor in our Painting and Decorating School. Mr. Baumann's work was eminently satisfactory and he will be sorely missed. A meeting will be held as soon as possible with the Apprenticeship Committee of the San Francisco Master Painters' and Decorators' Association to work out a plan for the future conduct of this school.

ROUTE YOUR SHIPMENT

"Business men who are shipping their products over the railroads should take a very distinct interest in sending their goods over railroads whose labor policy is friendly. There are railroads in the United States today which are losing a considerable amount of freight because it is being diverted to other roads. It is said that where it is possible through a railway union employee to divert freight from that road to another road which has been either more friendly or more weak with the unions, that has been done.

"Every business man knows of the various attempts that have been made to strangle the freedom of the railroads through the unions. Railroads that have stood staunch for freedom from union restrictions should be taken into consideration by business men who have had the same fight. Shippers should specifically designate the routes and not leave such designation to some union employee who has been instructed to divert to roads friendly to the unions all possible freight, by way of penalizing the roads that have maintained their independence. It is a question that we believe warrants your serious consideration."

—Extract from weekly letter of William H. Barr, President National Founders Association, to members, May 28, 1925.



The AMERICAN PLAN

REORGANIZATION OF RETAIL MONUMENT DEALERS

The Industrial Association has given considerable time and thought to a solution of the problems of the Retail Monument Dealers, whose old organization included in its membership practically all of the local monument dealers. With two exceptions the members operated on the American Plan basis of employment. All of the independent dealers, however, are now and for some time past have been operating with union crews. Recently there has been some disaffection amongst the members of the Retail Dealers Association. Also there have been unsuccessful efforts to induce the so-called "independents" to affiliate with the Retail Dealers Association. The latest developments are, however, more encouraging. It seems probable that now some degree of harmony amongst the dealers will be shortly brought about. At the convention of the state granite dealers, held in San Francisco during the week of August 10-15, a new general organization was formed, taking in retailers, wholesalers and quarrymen from the entire state.

The new organization is a merger of the old Granite Manufacturers' Association and the Retail Monument Dealers' Association of California, and will have, when organization is fully completed, a membership of between 125 and 150. Its name is "California Granite Association" and it will maintain offices at 970 Monadnock Building, San Francisco. With the last issue of American Plan Progress, the Industrial Association mailed out a leaflet listing the American Plan Retail Monument Dealers, and calling upon all believers in the American Plan to give these Dealers their full support.

PUBLICITY FOR WORK OF INDUSTRIAL ASSOCIATION

During the time since our last issue, the constructive work of the Industrial Association and the accomplishments of the American Plan in San Francisco have been the subject of some excellent articles in a number of magazines and newspapers—notably the Detroit Saturday Night, Western Machinery World, Barron's Weekly, Christian Science Monitor and the Wall Street Journal. A

recent issue of The Magazine of Western Finance, (published in San Francisco) carried an article on the work of the Industrial Association by the Managing Director. Moreover, the local press has published a number of news items and statements concerning the effective work of the Association's Safety Department.

STORY OF ASSOCIATION'S TRADE SCHOOLS TOLD OVER KGO

On Monday evening, August 17th, the Managing Director of the Industrial Association broadcast over KGO an address entitled "The Apprenticeship Problem." This address described the conditions in industry as applying to the need for and the development of apprentices, told what other countries, notably France, are doing to meet this problem; described the trade schools maintained by the Industrial Association, and called upon the public to give serious consideration to the matter of apprentice training. The conclusion of his address was as follows:

"The successful training program must be based on the 'square deal.' The employer should continually keep in mind the problems of an apprentice in a new endeavor and be willing to help him by personal contact, and by requiring the foremen and the men assigned as instructors to give him the necessary attention for his proper instruction. The employer should have in mind the building up of his organization when he selects an apprentice and not that of merely hiring a man for the job.

"The apprentice, on the other hand, should take the attitude of a student and realize that he must learn why things are done, and be able to make himself valuable before he can be advanced. If the apprentice is taught to study and understand the fundamental principles of the trade or position he is seeking, it will enable him to think for himself, and he will be able to meet the various problems as they arise. The apprentice should get the point of view that he will be given the opportunity to advance as soon as he proves his merit, and as a result he will endeavor to show that he merits advancement. If the employer ignores this funda-



mental relation and does not reward the apprentice or give him prompt encouragement in his development, he will lose the confidence of the apprentice together with the opportunity of developing a useful and loyal employee. With proper cooperation from the apprentice, the employer and the public, the solution of one of the most perplexing problems confronting industry today is assured."

AMERICAN PLAN CONTRACTORS WIN

The Army and Navy Y. M. C. A. building, to be erected on the Embarcadero at a cost of approximately \$750,000, will go up on the American Plan: which means that union and non-union firms and union and non-union men will work side by side in the erection of this costly and imposing structure.

GROUP INSURANCE BENEFITS FAMILY OF AMERICAN PLAN MOLDER

Frederick Hanfki, an American Plan molder employed by Standard Brass Castings Co., one of the American Plan foundries, died recently after paying in approximately \$3.00 as premium on an insurance policy issued to him under the group insurance programme for the foundries as worked out by the Industrial Association and one of the large insurance companies. Immediately upon his death, without any delay or red tape, the insurance company paid the face of Hanfki's policy, \$1,000.00, to his wife.

TALLEST CALIFORNIA SKY-SCRAPER BUILT WITHOUT LOSS OF LIFE

The tallest building in California has been constructed without a serious or fatal accident and this record was achieved under the supervision of J. J. Rosedale, Consulting Safety Engineer for the Industrial Association of San Francisco who was retained by the contractors on the Pacific Telephone & Telegraph Company Building.

The old adage among contractors and building mechanics was "a life to a floor," or a fatal accident for every story constructed. The Telephone Company building is full 26 stories, plus a tower, or 490 feet in height to the top of the flagpole, yet not a single life was lost in

its construction. Also, before actual construction began, a two-story building had to be wrecked and two eight-story buildings were held intact, close to the excavation. As the excavation went down 44 feet, or 28 feet below the foundations of these two buildings, there was some good accident-prevention work accomplished.

Work on the building was started Jan. 1, 1924, and an average of 450 men, representing 35 crafts, were employed; six thousand tons of structural steel and 140 tons of reinforcing steel were handled; 70,000 yards of concrete poured; 2,500,000 bricks laid, and 100 carloads of terra cotta used. With this number of men and vast amount of material to be handled in mind, one cannot but marvel at the accomplishment in safety. As a prominent Eastern contractor remarked, on being shown around the job, "the hazards are eliminated before they are encountered." And that is the way it must be done to achieve results.

Some of the outstanding safety measures on this job were:

Extreme precautions taken in the excavation, such as proper timbering and care in loading; carefulness in the operation of the steam shovel; proper construction of an incline for the transportation of 5 and 10-ton trucks; the control of traffic in the street by the stationing of watchmen; proper methods of blasting in such a congested district to keep the debris from flying and injuring adjoining property and pedestrians.

The 600 tons of steel were all delivered on the Montgomery street side and the traffic was diverted while the steel was being erected. In order to protect the public and employees from falling materials, a very heavy sidewalk shed was constructed on Montgomery street and awnings almost the entire width of the two narrow streets were also erected.

When eight stories of steel had been erected, two passenger elevators with all necessary safety devices were installed in the permanent hatchways. Experienced operators were put in charge of these elevators and the men were prohibited from riding up and down loads, sliding up and down beams or ropes and from riding on the material elevators. Such practices often lead to accidents. Walking



A Monument to the American Plan



up and down on ladders on tall buildings where no passenger elevators are installed also causes great fatigue and results in accidents. In addition to these elevators, temporary stairways were provided as the building progressed.

Temporary flooring of two and three-inch planks was provided for four floors throughout the building and the erection of the concrete forms was carried on close to the riveting gangs. Plank floors were provided between the riveting gangs and the carpenters and every precaution taken to protect workmen from falling materials.

All openings were entirely guarded with substantial fences and all scaffolding and false work were constructed with substantial railings. Safety belts were furnished where men were working on outriggers and elsewhere when needed. Goggles and respirators were furnished. Flush toilets were placed on various floors throughout the building. Pure drinking water was provided on each floor.

A telephone system was installed in the building with a phone on every sixth floor and a switchboard in the field office. This was primarily a safety measure so

that in case of accident, help could be summoned immediately. Various types of precaution signs were placed throughout the building; safety bulletins were posted frequently on the bulletin boards; talks on safe practices were given to the men. A safety patrol, consisting of the foremen, was organized; daily inspections were made and all hazardous conditions reported and remedied.

The spirit of loyalty and cooperation among the employees on this building was noticeable. Each worker felt that everything possible was being done for his protection and so gave of his best. To the workers, this safety work meant the saving of life and limb; to the employer, it meant a reduction in the cost of compensation insurance, greater efficiency and increased production. The consequent speeding up of the work made it possible for the Telephone Company to move in six months ahead of time.

Experience has proven that serious and fatal accidents lower the morale of the whole working force and cause a labor turnover which is costly. Everyone concerned in the construction of the Pacific Telephone & Telegraph Building has benefited greatly by the safety work and all are proud of the record made.

The Proof of the Pudding

A favorite argument of closed shop advocates, re-echoed often by unwitting commentators on industrial topics, is that only within the ranks of the unions are to be found mechanics of high skill and efficiency. In refutation of that dogmatic assertion and as proof positive that the American Plan does make for efficiency and that within the ranks of the American Plan workers are mechanics of the very highest skill; the following incident is offered.

Early in 1924 one of the large San Francisco granite concerns received a contract for a market building in Los Angeles on which the granite ran close to \$100,000. The stone specified on this job was, because of color, only to be procured in Cold Springs, Minnesota. Officials of the company, having no quarrel with the Granite Cutters' Union, indicated their probable willingness to employ union men on this

job and another large job which the company had assurance of securing. However, as soon as this company was awarded the market job, the union called out all of the granite cutters in Cold Springs on the ground that the San Francisco granite company was operating unfair to organized labor. Officials of the company thereupon decided to have nothing further to do with the union whatsoever.

The first interesting reaction came from the proprietors of the quarry in Cold Springs, who asked for complete information as to how the granite business was carried on in California. The San Francisco granite concern sent on files of the publications of the Industrial Association of San Francisco, together with a letter outlining the development of the American Plan in the local building industry. The result of this was that the Cold Springs people declared for the American



The AMERICAN PLAN

Plan and have been successfully operating on that basis ever since.

The next thing of interest that happened was that the San Francisco granite concern received the contract for the Hall of Justice in Los Angeles which ran \$1,030,000 for granite alone. In order to carry out this work properly it was necessary to install costly machinery, involving the expenditure of more than \$100,000. Some of this machinery, built according to the company's own particular design, served to revolutionize the methods of handling certain kinds of work. Moreover, the company made a careful study of the various types of stone required on the job and established production quotas for these various sorts of work. They continued to guarantee the men the minimum wage of \$8.00 per day but placed the work for this large job on what was virtually a task and bonus basis.

The net result of all this effort was that the production per man day increased from an average of $2\frac{1}{2}$ cubic feet to $5\frac{1}{2}$ cubic feet, or an increase of 120%. The average earnings of the men increased from a flat rate of \$8.00 per day to an average very much in excess of this amount—some of the men earning as much as \$16 to \$20 per day. All of the equipment was paid for out of this one job without encroaching in any way upon the normal overhead which the job should carry, or the profit which the firm had figured. And, finally, the job will be finished two months before the date for completion carried in the contract.

ST. LOUIS EMPLOYERS WIN WAGE DISPUTE

According to The American Contractor of August 15, 1925, demands for a general wage increase of $12\frac{1}{2}$ cents an hour for all classes of some 4000 members of the Building and Common Laborers District Council in St. Louis have been defeated by the Group Council of the Associated Building Interests of St. Louis. After various other modified demands submitted by the union had been similarly rejected, the employers willingly granted increases of from $7\frac{1}{2}$ to $12\frac{1}{2}$ cents an hour to approximately 100 men employed at the bottom of caissons in foundation work.

AMERICAN PLAN FOUNDRY PROGRESS

The progress of our American Plan foundries is indicated more and more by the superior service being rendered the casting user and the volume of high-grade castings being turned out from these plants.

Many of these foundries are operating at or near capacity with production records never before attained in the industry in this section. Castings of the most intricate nature involving the highest skill are being turned out and delivered promptly to the customer. These castings include ammonia castings, Diesel engine castings, glass molds, compression cylinders, acid-resisting bronze castings, manganese bronze propellers, fire hydrant castings, hydro-electric valves, rolling mill brasses,—in fact, castings for every conceivable purpose.

The Industrial Association is in receipt of many letters from large users of castings who are more than satisfied with the results they have received by patronizing American Plan foundries.

As a part of the constructive program in connection with the foundry situation, the sales department of the Association is concerning itself with the development of new business for the foundries in the American Plan group, that is, foundry work that now comes from the East and other sections of the country. Considerable progress has been made in this direction.

The Consulting Engineer of the Association is working with the American Plan group of foundries toward improving their methods, equipment and production, and the plants are making fine progress under his guidance. Several of the foundries are making production records that are entirely new in the industry in this section.

There are at this time, approximately 500 satisfied workers employed in our American Plan foundries and the number is steadily increasing. This includes about 125 apprentices who work every working day and attend the Industrial Association's Molders' School two evenings a week.

American Plan Foundries

	Types of Castings	Telephone Number
AMERICAN MANGANESE STEEL CO.		
Foot of Seventh St. OAKLAND	Manganese Steel	Oakland 1703
BETHLEHEM SHIPBUILDING CORP.		
Office: 215 Market St. S. F. . . .	Iron, Brass, Bronze	Douglas 9540
Plant: 20th and Illinois Sts. S. F. . . .	and Aluminum	Market 3200
COLUMBIA STEEL CORP.		
Offices: Balfour Bldg. S. F. . . .	Steel	Douglas 8760
HENRY DALTON & SONS.		
911 Cedar St. OAKLAND	Iron and Brass	Oakland 319
P. DAVID COMPANY		
21st and Indiana S. F. . . .	Iron	Mission 8021
ENTERPRISE FOUNDRY CO.		
Offices: 2902 19th St. S. F. . . .	Iron, Brass and Steel . .	Mission 863
Plants: 320 Fremont St. S. F. . . .		
2902 19th St. S. F. . . .		
SOUTH SAN FRANCISCO		
Santa Fe Plant RICHMOND		
W. T. GARRATT & COMPANY		
299 Fremont St. S. F. . . .	Brass, Bronze and Aluminum	Kearny 168
JOSHUA HENDY IRON WORKS		
Offices: 75 Fremont St. S. F. . . .		
Plant: SUNNYVALE, CALIF.	Iron and Brass	Kearny 3430
JUDSON MFG. CO.		
Offices: 604 Mission St. S. F. . . .		Sutter 6820
Plant: Foot of Park Ave. OAKLAND	Iron and Steel	Piedmont 229
KINGWELL BROS.		
444 Natoma St. S. F. . . .	Brass, Bronze and Aluminum	Garfield 3883
MOORE-NOBLE FOUNDRY CO.		
17th and Texas S. F. . . .	Iron	Market 215, Hemlock 902
PACIFIC MALLEABLE CASTINGS CO.		
Sales Office: Hobart Bldg. S. F. . . .		Garfield 44
Plant: Station "G" OAKLAND	Malleable Iron	Elmhurst 3067
STANDARD BRASS CASTING CO.		
600 Third St. OAKLAND	Brass, Bronze and Aluminum	Lakeside 67
WESTERN BRASS MFG. CO.		
217 Tehama St. S. F. . . .	Brass, Bronze and Aluminum	Sutter 2417

THE AMERICAN PLAN

VOL. IV

"FOR SOUND INDUSTRIAL RELATIONS"

NO. 4



JANUARY
1926



Building Mechanics Must
be Protected

Electrical School Started

Better
Building Inspection

New Directors

A New Industrial Code

Forecast of
Building Activities
for 1926

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

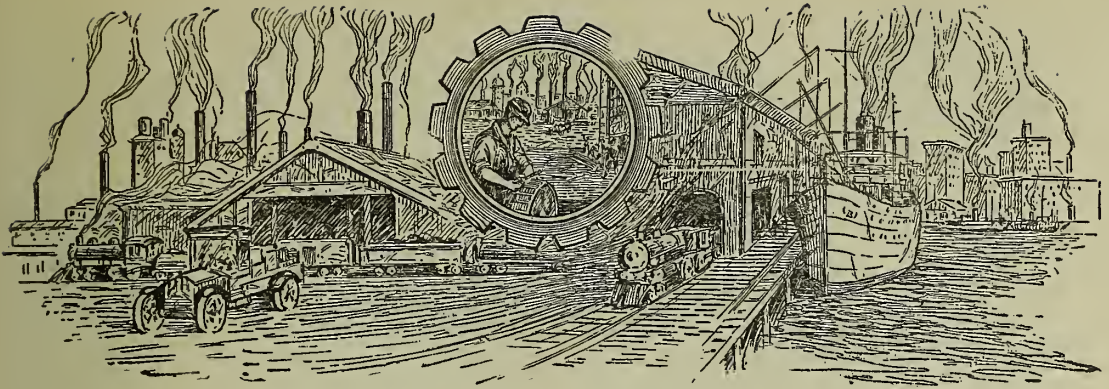
Advisory Board and Board of Directors *of the* Industrial Association of San Francisco

ADVISORY BOARD

ALEXANDER, WALLACE M. Alexander & Baldwin, Ltd.	LEVISON, J. B., Pres. Fireman's Fund Ins. Co.
ANDERSON, F. B., Chairman of the Board of the Bank of California, N. A.	LEVY, LEON G. Gladding, Mc Bean & Co.
BRADY, J. B., Gen'l Mgr. Pac. Coast Div. U. S. Rubber Co.	MCBEAN, ATHOLL, Pres. Gladding, Mc Bean & Co.
COLDWELL, COLBERT Coldwell, Cornwall & Banker	MCBRYDE, WARREN H., Sec'y Calif. & Hawaiian Sugar Ref. Corpn.
CREED, W. E., Pres. Pacific Gas & Electric Co.	MCNEAR, SEWARD B. Port Costa Water Co.
DRAKE, F. B., Pres. Johnson Gear Co.	MOORE, WALTON N., Pres. Walton N. Moore Dry Goods Co.
ESBERG, A. I. Real Estate	ROTH, W. P., Gen'l Mgr. Matson Navigation Co.
FLEISHHACKER, MORTIMER, Pres. Anglo-California Trust Co.	SHOUP, PAUL, Executive Vice-Pres. Southern Pacific Company
GOMPERTZ, CHARLES Building Construction	STANDISH, MILES Timber Lands
HANNA, R. J., Vice-Pres. Standard Oil Co.	TYNAN, J. J., Gen'l Mgr. Bethlehem Shipbuilding Corpn., Ltd.

BOARD OF DIRECTORS

ANTHONY, E. R., Asst. Supt. Coast Div. Southern Pacific Company	KAUFFMAN, S. S., Pres. H. S. Crocker Company
APPLEGARTH, G. A. Architect	KLEIMEYER, A. J., Vice-Pres. Pierce Arrow Pac. Sales Co.
BAKER, FRANCIS J., Pres. Geo. H. Tay Company	LILIENTHAL, SAMUEL, Sec'y Haas Brothers
BRADY, J. B., Gen'l Mgr. Pac. Coast Div. U. S. Rubber Co.	LIPMAN, E. C., Asst. Mdse. Mgr. The Emporium
CLARKE, C. D., Vice-Pres. Calif. Navigation & Improvement Co.	MAILLIARD, J. W., Jr. Mailliard & Schmiedell
DILL, MARSHALL Importer and Exporter	MASON, J. W., Pres. Western Pipe & Steel Co.
DOWNING, P. M., Vice-Pres. Pacific Gas & Electric Co.	MCBRYDE, WARREN H., Sec'y Calif. & Hawaiian Sugar Ref. Corpn.
EACRET, GODFREY, Pres. Shreve, Treat & Eacret, Inc.	MCDONALD, J. R., Pres. L. D. McLean Company
EAMES, A. W., Vice-Pres. California Packing Corpn.	PARR, FREDERICK D., Pres. Parr Terminal Co.
FUNSTEN, B. R., Vice-Pres. Walton N. Moore Dry Goods Co.	SHAINWALD, R. S., Vice-Pres. Paraffine Cos., Inc.
GHIRARDELLI, D. LYLE, Pres. D. Ghirardelli Company	SULLIVAN, F. E., Gen'l Mgr. Western Sugar Refinery
HAAS, WALTER, Vice-Pres. Levi Strauss & Company	SUTTON, WALTER, Sales Mgr. Pope & Talbot
HAWES, H. Q., Vice-Pres. H. K. McCann Co.	WEILL, MICHEL D., Vice-Pres. Raphael Weill & Company
HEISE, CARL E., Dist. Mgr. Westinghouse Electric & Mfg. Co.	WILHELM, A. H. General Contractor
IVORY, R. H., Mgr. Personnel Dept. Standard Oil Company	YOUNG, FREDERICK J. Real Estate



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco
Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

BUILDING MECHANICS MUST BE PROTECTED

On December 15th the Peerless Welding Company's building at 1239 Mission Street, collapsed, killing four men and injuring three others.

On December 19th, "Organized Labor," official organ of the State and local Building Trades Councils, utilized this frightful accident as the basis of another of its inspired attacks on the American Plan; calling the collapse of the building "an American Plan Christmas present" to the families of the dead and injured men, fulminating about "greed" and "avarice," charging that American Plan construction is cheap and faulty, and demanding that "the people rise in their indignation and compel an observation of the laws of the city and of the state."

The Industrial Association does not propose to engage in a controversy of words with "Organized Labor." It does not intend to "answer" the article, much of which is no more than cheap journalistic bombast. The Industrial Association desires, however, to acquaint the public with existing conditions to the end that every means may be taken to prevent such happenings as this building collapse, and to advise them of the actual facts.

Through its Safety Engineer the Association has conducted a thorough inves-

tigation of the collapse of this building and finds the following to be the case:

The collapse of the building *was in no way due, either directly or indirectly, to the American Plan. As a matter of fact the work of underpinning the building was done by a brick contractor who has always operated 100% union. The required inspection of this work was duly made by an Inspector from the Board of Public Works who is himself a union man.* Work on the underpinning of the building was started about November 2nd. This portion of the work consisted of the erection of the 21-inch wall under the existing foundation of the old building. A sub-contract was let to a well known house mover to underpin the wall. The wall under the old building was completed on or about November 8th; constructed under a permit from and with the approval of the city building inspection department. The city building inspector, who is reported to be a union man, testified at the Coroner's inquest on December 17th, that he had inspected the underpinning of the wall and the brick work three times and that he had found the work satisfactory.

As nearly as can be ascertained the accident was due to the following factors:

1. The wall was of inadequate thick-



The AMERICAN PLAN

ness to withstand the lateral pressure of the sandy loam soil;

2. The seventeen inch wall of the old building was constructed to a depth of 6 feet 3 inches below the floor of the building and the concrete footing of the old wall was found to have a very poor bond; (connection between the wall and the footing).
3. There was no bond between the new 21 inch wall, which was about 10 feet 6 inches in depth, and the footing of the old wall;
4. During the time that the underpinning of the new wall was being done, a great void had probably been created back of the old and new walls; the irritation of the constant vibration of the heavy machinery and trucks in the building and the traffic of the street cars, would be likely to cause a filling of this void and consequent terrific pressure due to the angular and vertical loads;
5. The mortar of the new and old walls was found to be lacking in sufficient amount of cement, and easily crumbled.

The San Francisco Building Laws provide that "walls sustaining the pressure of earth or retaining walls shall be designed in accordance with an approved formula." "Retaining walls for sidewalk areas, provided with a sidewalk of steel beams and concrete shall not be less than 17 inches wide at the top and increase one inch in thickness for every foot in height." The wall should have been 4 feet 6 inches in thickness at the bottom if designed as a retaining wall, while if constructed as a sidewalk retaining wall, it should have been 33 inches in thickness at the bottom, whereas the walls were respectively only 17 inches and 21 inches in thickness throughout.

The collapse of this structure shows the need of insisting that plans for such work be submitted to competent engineers in the city building inspection department to check the plans for such structures. The permit for the underpinning of the wall was given by the

district building inspector, and no plans of the wall were ever submitted.

When the wall was underpinned, shoring had been put in to support the brick work for a period of about 38 days. This shoring was removed by the contractor who had done the underpinning, seven days before the collapse occurred. This period was sufficient to provide for the setting of the mortar if the wall had been properly designed and if a sufficient amount of cement had been used. This contractor was also required to remove his material from the adjoining property. So much for the facts.

During the latter part of 1923, the Association having received numerous complaints of unsafe conditions existing in the building trades and realizing the inadequacy of the inspection by municipal and state authorities engaged a prominent local safety engineer to make a safety survey of the building industry in San Francisco. This survey covered eighty-two construction jobs, employing approximately three thousand twenty-five men, and on almost every job, union and American Plan, hazardous conditions were found in violation of the state and municipal safety laws.

Realizing the gravity of this situation, and in accordance with its policy to do everything possible for the safety, security and welfare of the workers in San Francisco, a safety department was organized by the Association early in 1924, and up to the present time, one thousand four hundred and nineteen jobs have been inspected, on which one thousand five hundred and fifty-two flagrant violations of state and city safety laws were found. These violations were called to the attention of the contractors, superintendents and foremen verbally and by letter and 93% of them have been remedied through our recommendations. This is an excellent showing when it is remembered that the Industrial Association can only recommend—that it has no police power.

In addition to the inspection work, investigations of accidents have been made in order to prevent recurrences, and numerous complaints of unsafe conditions existing on jobs, made by em-

The AMERICAN PLAN



ployees, have also been received and investigated. In connection with the safety service, an educational campaign also has been carried on. Bulletins covering all phases of accident prevention for the various crafts in the building industry have been mailed weekly to contractors for distribution among their employees; illustrated lectures have been given to both employers and employees in the various crafts, and numerous conferences have been held with contractors, builders and architects on safety problems, before starting jobs as well as during the course of construction. Many letters have been received from large contractors and builders strongly commending the safety work of the Association and considerable publicity has been given to this work by the Press.

As the result of numerous complaints received by the Sheet Metal Contractors Association, in regard to faulty construction of chimneys and sheet metal work, the Industrial Association, in cooperation with the Sheet Metal Contractors' Association, Pottery Manufacturers and Sheet Metal Jobbers, has inaugurated a special inspection department to cover sheet metal and chimney construction. During the two months that this service has been in existence, over two hundred inspections have been made and genuine progress achieved in the safeguarding of life and property in this field.

The Industrial Association has always realized the inadequacy of the city building inspection department in the face of the tremendously increased building program, and months ago organized a committee to determine what additional steps should be taken to strengthen the building laws and building inspection department of the city of San Francisco. An account of the work of this committee will be found elsewhere in this issue.

ELECTRICAL SCHOOL INAUGURATED

A practical school for training apprentices for all-round journeyman electrician rating was opened December 14th at Nineteenth and Harrison Streets by the Industrial Association in cooperation

with the Electrical Contractors' Joint Apprenticeship Committee composed of members of the Electrical Contractors' Association and independent electrical contractors.

On opening night both apprentices and their employers, as well as representatives of the Industrial Association, were in attendance. Mr. J. W. Mailliard, Jr., Vice-President of the Industrial Association, outlined the reasons for the Industrial Association starting the school, pointing out that there was a shortage of completely trained mechanics which could only be met through the inauguration of a practical apprenticeship system.

Mr. Victor Lemoge, Chairman of the Electrical Contractors' Joint Apprenticeship Committee, explained the functions of the Committee in its plan of working out the course in cooperation with the Training Department of the Industrial Association, and its purpose to enforce the apprenticeship regulations.

Mr. A. Rowe, of Garnett Young & Company, expressed the unqualified support of the manufacturers in the program and gave the apprentices a very inspirational talk.

Mr. H. L. Pierce explained the general training plans, and gave details of the agreements between employers and the committee and between the apprentice, the employer and the committee.

Mr. Frederick Fisher has been selected as instructor for the school.

There are 20 apprentices who are already working in the shops, enrolled in the beginner's class. Twenty additional apprentices, who have had at least a year's experience in the trade, will be enrolled in the advanced classes about January 15th.

Both the employer and apprentice have signed agreements with the Industrial Association setting forth the training procedure and the controlling rules and regulations. The apprentice will receive a bonus of \$24 on the completion of each six months' period of training providing he is in good standing, has an attendance record better than 75%, and passes the several courses and examinations.



The AMERICAN PLAN

PROGRESS OF APPRENTICE TRAINING IN AMERICAN PLAN FOUNDRIES

The American Plan foundries are now beginning to receive some of the benefits of the training program started by the Industrial Association. There are 128 apprentices now working in American Plan foundries. These apprentices are receiving instruction in the night schools being conducted in San Francisco, Oakland and Sunnyvale. Apprentice supervisors have been appointed by the largest shops in order to give the boys practical training on current problems as they arise in the foundry. This plan has proven very effective and arrangements are being made to have additional men placed in the shops in this capacity.

Difficult and intricate work that was formerly considered as falling within the skill and experience of the best mechanics is now being done in many instances by the apprentices. Machine operators are also being trained for production work.

A new Apprenticeship Agreement has been drawn up which will be presented to the American Plan foundry owners for formal consideration within the next few weeks.

UNION ACTIVITY IN SACRAMENTO

A firm of San Francisco electrical contractors engaged in installing electrolier equipment in Sacramento is operating its job American Plan. Because of this fact they have on numerous occasions in the past come into conflict with the Sacramento Building Trades Council. At the present time the unions are making an endeavor through a technicality to secure the withholding of a considerable sum of money due this firm under the present contract. This effort is being made under a provision of the state labor laws which provides that contractors working on public work can only operate such work on an eight hour day basis. The firm in question made a practice of transporting its workmen to and from a yard so that they would reach the job at 8:00 o'clock and put in eight hours on the job, but the time in transit to and from the yard

consumed about an half hour per day. The union now claims that this is working time and that the men are being employed eight and one-half hours a day and asks the City of Sacramento to withhold almost \$4000 on the firm's contract. It is not believed that this action, which is in keeping with tactics employed by various of the building trades unions in San Francisco prior to the adoption of the American Plan, will be effective.

BUILDING INSPECTION

Shortly after the Santa Barbara earthquake the Industrial Association received suggestions from a number of sources that constructive steps should be taken in connection with the local building situation to prevent the possibility of improper construction giving rise to a similar condition in San Francisco. A committee was accordingly appointed, consisting of delegates from the American Society of Civil Engineers, the San Francisco Chapter of the American Institute of Architects, the American Association of Engineers, The Builders' Exchange and the Industrial Association.

This committee has been meeting at frequent intervals for several months past, and has given the most thoughtful consideration to the question of improving inspection procedure and actual quality of materials incorporated in buildings in order that the possibility of structural failures due to faults in design, materials, or workmanship might be as fully as possible prevented.

On December 21st a communication was forwarded by the committee to the Board of Public Works, under whose jurisdiction the building inspection activities of the city fall, outlining the work of this committee and making specific suggestions for the improvement of inspection procedure and the testing of materials.

The committee first recommends that the Building Code of San Francisco be revised in order to incorporate therein the necessary provisions in regard to earthquake stresses and also to provide for a general codification of the present building laws.

In regard to the checking of plans, the



committee recommends that a chief engineer and a sufficient number of engineering assistants be appointed to insure that proper checking and examination of the structural elements of all plans submitted to the Board of Public Works may be had before any building permit is issued. In addition, the committee suggests that these engineers should be employed in connection with such field inspection of structural elements as may from time to time be necessary. Because of the very large volume of construction in San Francisco involving structural elements, the committee recommends that these engineers should be employed on a full time basis.

Extensive consideration was given to the question of the testing of materials, since investigation discloses the fact that some materials are being used in San Francisco at the present time which do not conform to approved engineering practice. The committee therefore recommended that inspection be required of all rock, sand, and gravel delivered in the city and that none of these materials be incorporated in any job without a certificate from the Board of Public Works stating that the material is satisfactory.

The committee also recommends that test sheets be required for cement, structural steel, reinforcing steel, masonry, brick, and in fact all recognized and generally used structural materials. Such tests sheets indicating that the material meets with approved standards would be necessary, if the committee's procedure is adopted, before any of these materials could be incorporated in a building.

On the very important matter of field inspection, the committee felt that the regular inspectors employed through the Board of Public Works, even though materially increased in number, could not possibly cover the vast amount of building construction going on within the city, and it therefore recommends that on all Class "A," "B" and "C" buildings, while structural elements are actually in progress, an inspector be employed by the owner. This inspector would be charged with the responsibility of seeing that all work is erected strictly in accordance with approved practice. On construction

work where the incorporation of structural elements is not continuous, the committee suggests the employment by the owner of a part-time inspector during such time as the placing of structural elements is in progress.

One of the most important recommendations of the committee concerns itself with the suggestion that no structural elements whatever shall be covered up until a certificate of inspection has been posted on the job.

The committee further recommends the immediate employment of not less than six general inspectors to be added to the present force of the Board of Public Works.

In order to secure the most practical application of the building laws and to be in a position continually to advise the Board of Public Works on changes in building practice, an advisory board is also suggested, to consist of an architect, a structural engineer and a contractor, each to be recommended by the recognized societies of these professions together with the chief inspector and chief engineer of the Bureau of Building Inspection. Suggestion is made that this advisory board should cooperate with the Board of Public Works in establishing qualifications for inspectors and that there would be submitted to them from time to time questions involving special conditions of building construction or interpretation of the building ordinances, recommendations for modification and similar matters affecting the safety of buildings.

ELECTION OF DIRECTORS

The annual election of Directors of the Industrial Association of San Francisco occurred on December 8th. The following were elected to serve for the year 1926; Messrs. E. R. Anthony, G. A. Applegarth, Francis J. Baker, J. B. Brady, C. D. Clarke, Marshall Dill, P. M. Downing, Godfrey Eacret, A. W. Eames, B. R. Funsten, D. Lyle Ghirardelli, Walter Haas, H. Q. Hawes, Carl E. Heise, R. H. Ivory, S. S. Kauffman, A. J. Kleimeyer, Samuel Lilienthal, E. C. Lipman, J. W. Mailliard, Jr., J. W. Mason, Warren H. McBryde, J. R. McDonald,



The AMERICAN PLAN

F. E. Sullivan, Frederick D. Parr, R. S. Shainwald, Walter Sutton, Michel D. Weill, A. H. Wilhelm, and Frederick J. Young. With the close of 1925, and on account of the pressure of their private business, Messrs. Otis Johnson, R. W. Kinney, Atholl McBean, Henry Morris, Walter H. Sullivan and George Wagner, who at much sacrifice to their private interests, have given the Association able and loyal service, retired from the Board, and Messrs. Dill, Eacret, Parr, Shainwald, F. E. Sullivan and Wilhem were elected to succeed them.

A NEW INDUSTRIAL CODE

The eighth semi-annual American Plan-Open Shop Conference held its sessions on November 5, 6 and 7 at the Hotel Del Coronado. The session was probably the largest in point of attendance of any of the American Plan conferences that have been held and the program which was presented to the conferees represented a more diverse and vital picture of some of the more important problems of industrial relations facing the American Plan movement than were presented at any of the preceding conferences.

Representatives were present from all of the important Pacific Coast centers, several cities in the Northwest, a number of the more important communities in Texas and Oklahoma with representation as far East as Cleveland, Detroit, Chicago and Kansas City.

The program comprised such important topics as: Employment Service, The Contractor, Extending Open Shop Influence, Practices that Promote Sound Industrial Relations, Industrial Management and the Open Shop.

Each of these topics was presented by a member of the Conference who had given the subject assigned to him particular and intensive study and consideration and all of them contained a large amount of valuable data for the consideration of the conferees.

Possibly the most important single act of the Conference was the adoption of an industrial code designed to define more closely the principles which it was felt were of paramount importance in connec-

tion with determining whether or not any particular firm was operating under American Plan conditions together with a general statement of the importance of the American Plan to the industrial life of a nation. The drafting of such a code was felt necessary on account of the rather general terms in which the principles of the American Plan had been previously defined. The definition of the American Plan adopted at the initial meeting of the conference group in 1921 at Colorado Springs sketched only in the broadest terms the principles which it was felt were of vital importance, and stood rather as a declaration of rights than as an effort to define closely the controlling conditions of American Plan operation. While the industrial code which is given below does contain in some instances general provisions, it outlines in greater detail what was felt by the Conference to be the essential features by means of which any industry might be judged as to its industrial relations. It is also felt that the failure of any industry to comply with any of the elements of the code places it without the category of definite American Plan concerns.

The code as finally approved by the Conference is as follows:

1. The rights of all elements in industry and the interests of the general public shall be safeguarded and preserved in all relations between employers and employees. These rights are:

a. On the part of the employer to receive a fair return from his invested capital in view of the risks taken and to be adequately compensated for his knowledge, skill and experience.

b. On the part of the worker to secure the utmost possible continuity of employment, and to receive for his training, skill and craft knowledge the highest possible wage consistent with the general success of the enterprise and the economic conditions existent at any time or place.

c. On the part of the general public to secure at the lowest cost consistent with the maintenance of a sound condition of the entire economic fabric, goods or services of the best quality or

The AMERICAN PLAN



type which this cost can be made to secure.

In order to guarantee these rights to all parties the following conditions shall be observed:

2. The sanctity of contracts, whether actual or implied, and the protection of property be it physical, or the intangible property that constitutes a man's skill and knowledge, shall be recognized, upheld and honored both by employers and employees.

3. Employers shall deal directly with their employees either as individuals or groups.

4. It shall be a fundamental duty and responsibility of employers to protect and conserve the health, safety and well-being of their employees.

5. Employers shall, through constant study, research, and the practical application of recognized principles of management strive to conserve time, materials, and equipment and to avoid differences leading to possible controversy in order that industrial processes may be constantly improved, industrial technique continually developed and through this process the rights of the parties to industry maintained and guaranteed.

6. Employees on their part shall strive to attain the highest standards of personal efficiency consistent with quality and the preservation of their health and safety.

7. Employees shall likewise in all industries or businesses where sound industrial relations maintain, yield undivided loyalty and allegiance to such industry or business.

8. Should controversies arise they shall be settled by peaceful methods, continual effort being made by both employer and employee to discover and isolate all differences which may lead to controversy and to correct them through the application of vision and mutual tolerance.

9. In theory and in practice employees shall recognize and employers shall defend the right of any person to learn, enter upon, or pursue any desired trade or profession for which he may be fitted. But no employer shall abuse this right to the extent of hiring more entrants to a trade than the industry can reasonably

absorb consistent with the normal growth thereof, and to take care of inevitable and necessary replacements.

CASES AGAINST ALLEGED UNION SLUGGERS

In September the San Francisco police arrested Tony Mello on a warrant charging him with having participated in an assault upon William Siren, an American Plan molder. In November they arrested one John Powers, said to be a union boiler maker, on a warrant charging him with having participated in the same assault. Subsequently San Mateo County officers arrested Powers on a warrant charging him with having fired upon B. C. Smoker, another American Plan molder. In both cases Powers was released on bail furnished by the Molders' Union and his defense, as well as the defense of Mello, has been conducted by the attorney regularly retained by the Molders' Union.

The San Mateo case against Powers came on for hearing first. Two sessions of the Justice Court in Redwood City were devoted to his preliminary hearing and the case was conducted by Mr. Franklin Swart, District Attorney of San Mateo County. A *prima facie* case against Powers was made out by the people — several witnesses positively identifying him as the man who had fired on Smoker from a passing automobile. Powers, however, was able to present alibi testimony of a sufficiently strong nature to procure a dismissal of the case.

The San Francisco case against Powers is now pending in the Police Court of Judge Jacks. Several continuances have been had, the last one until January 20th, to which time the case against Mello has also been continued.

CLOSED SHOP TACTICS IN SANTA BARBARA

Immediately after the earthquake at Santa Barbara, the building trades unions made statements to the effect that they would not ask for any advance in wages because of the emergency conditions existing, and would do everything possible to assist in the reconstruction of the city in the best possible way and the shortest possible time.



The AMERICAN PLAN

Evidence soon accumulated, however, to indicate that these protestations were not made whole-heartedly. It is claimed by Santa Barbara contractors and other business men that although the building trades unions have not directly increased wages, they have done what actually amounts to the same thing by imposing such restrictive rules and regulations as have augmented building costs at least 25% beyond the level of such costs in Open Shop cities.

Accordingly, on October 12th, preliminary steps were taken by the business leaders of Santa Barbara to organize an Open Shop Association. At that time the claim was made that the unions had been endeavoring in every possible way to dominate completely the reconstruction work. An open break occurred on November 13th when two union painters were discharged for alleged theft of brushes, and all the other union painters were called off the job. When, however, it became apparent that non-union mechanics would be brought in from other cities to replace them, the strikers, or at least the most of them, returned to work.

Since the occurrence of this episode it is reported that organization of the Open Shop association has been perfected by the business leaders of the community. This organization, known as the "Employers' Council," elected officers about the 1st of December and is now said to be actively operating.

FORECAST OF 1926 BUILDING ACTIVITY

From present indications 1926 will be the biggest building year San Francisco has ever had. From the most authentic available information it seems likely that the total for buildings started during next year may run to \$70,000,000 and possibly higher. Of these figures approximately \$15,000,000 represents the cost of Class "A" office buildings of which at least twelve are being planned. Hotels and large apartment houses planned and in course of construction will account for about \$20,000,000.

It is estimated that residential construction may fall off during the coming year but this possible reduction will be

more than offset by the heavy expenditure on theatres, clubs, churches and other public buildings.

This expected situation is of course highly gratifying, but will bring to the fore certain problems that may be somewhat difficult to meet. Various estimates have been made as to the effect of this volume of work and its relation to the economics of the building industry. All estimates agree that the shortage which was noticed during the closing weeks of the past season will in all probability be far more pronounced during 1926. It is probable that inconveniences and difficulties will arise from this expected shortage of skilled mechanics that may tend to dislocate projected building schedules. The effect of such a shortage on the labor cost of construction is also a matter of some concern, since wage costs are likely to increase on account of lower productivity which is a customary result of such a shortage even though actual wage schedules are not altered.

Little help may be anticipated through the movement of outside workmen into the city as conditions are favorable all over the country, and particularly on the Pacific Coast, for an active building year. It seems reasonable to predict that only a possible decline in building in other centers will prevent the existence of a situation in San Francisco that will call for considerable initiative and foresight to handle.

WE HAVE SOME SATISFIED READERS

We have recently received the following interesting letter from Mr. James D. Brown, General Agent, Passenger Department of the Erie Railroad Company, written from Cleveland under date of December 15, 1925:

"In reply to your courteous letter of the 7th. If you omit my name from your mailing list, I will go down on the Lake here and make a hole in the water.

"Your publication is passed around like a Round Robin letter to officers of our Company and business men and I feel assured it has accomplished a lot of good."

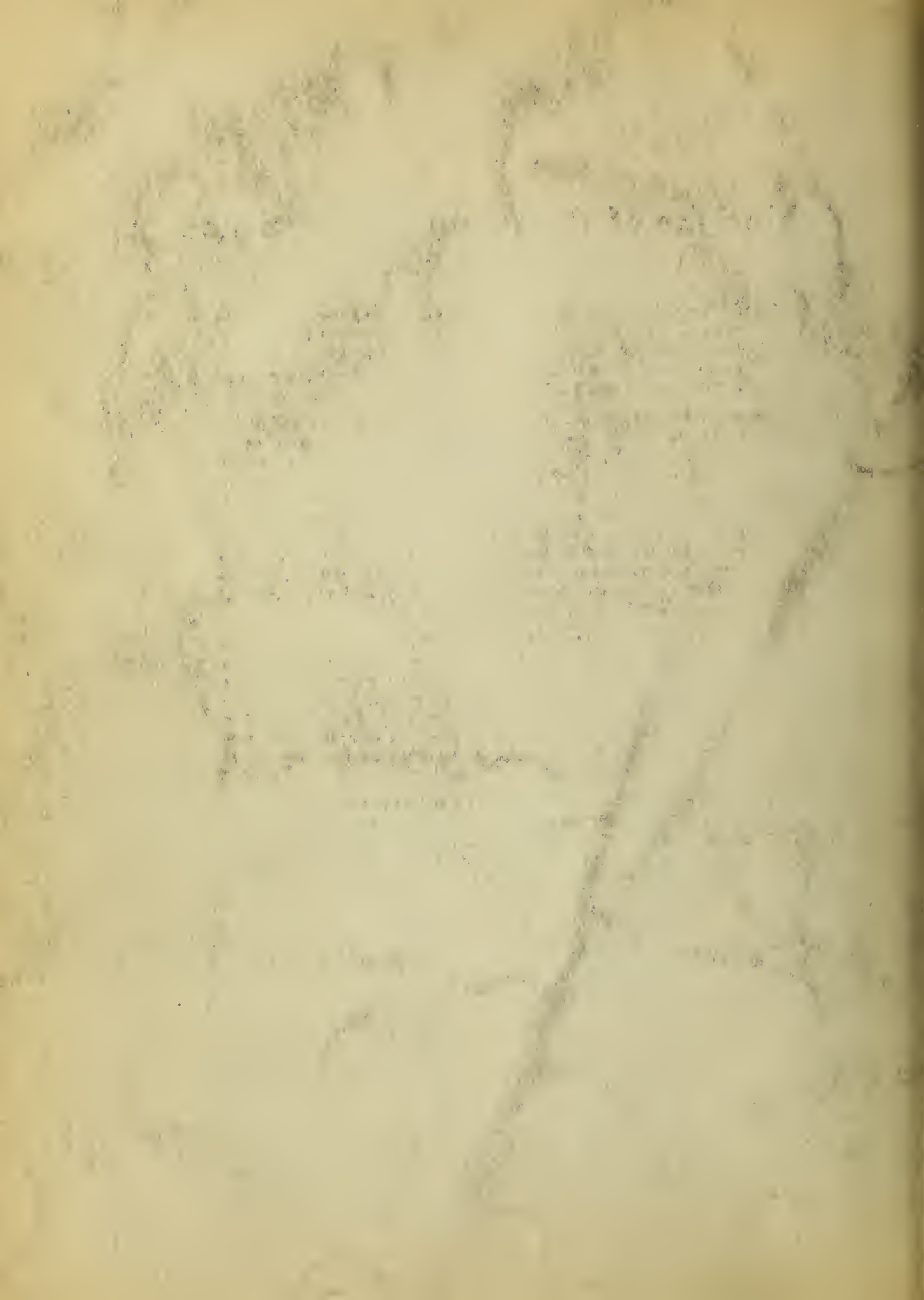
Principles of the Industrial Association Of San Francisco

First: The right of any person to seek, secure and retain work for which he is fitted, and the right of the employer to engage or dismiss employes, should not be abridged or denied because of membership or lack of membership in any organization or association of any kind.

Second: Efficiency in industry: This should be created and maintained to enable our enterprises to cope with those of other places. Superior skill and industry in work should be permitted to earn an adequate reward. The establishment of this principle, however, is not to be used to reduce the earnings of a less able man below a fair return for the work done. No artificial limit or restriction should be placed upon the normal production of any man or upon the use of any appliance, invention or other means to increase output, always having due regard for the health, safety and well-being of the individual.

Third: The right of management is inseparable from responsibility for industrial results. Therefore the right of the employer to engage or dismiss men individually on merit must not be circumscribed; the right on all occasions, however, to be exercised only upon broad principles of justice, and with a recognition of the obligation on the part of management to co-operate with the employe in securing so far as possible continuous employment.

Fourth: No understanding should be reached between employers and employes that ignores the public interest, and no agreement should be tolerated that is illegal or contrary to sound public policy, whether made between employers themselves or with their employes or others.



THE AMERICAN PLAN

VOL. IV

"FOR SOUND INDUSTRIAL RELATIONS"

NO. 5



MARCH
1926



More Assaults on
American Plan Workers

The American Plan in the
Foundries—Why?

Construction Mounting

Trade Schools in New
Location

Closed Shop Tactics
Drive
Foundry to
American Plan

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

Advisory Board and Board of Directors *of the* Industrial Association of San Francisco

ADVISORY BOARD

ALEXANDER, WALLACE M. Alexander & Baldwin, Ltd.	KOSTER, FREDERICK J., Pres. California Barrel Co., Inc.
ANDERSON, F. B., Chairman of the Board of the Bank of California, N. A.	LEVISON, J. B., Pres. Fireman's Fund Ins. Co.
BRADY, J. B., Gen'l Mgr. Pac. Coast Div. U. S. Rubber Co.	LEVY, LEON G. Gladding, Mc Bean & Co.
COLDWELL, COLBERT Coldwell, Cornwall & Banker	McBEAN, ATHOLL, Pres. Gladding, Mc Bean & Co.
CREED, W. E., Pres. Pacific Gas & Electric Co.	McBRYDE, WARREN H., Sec'y Calif. & Hawaiian Sugar Ref. Corpn.
DRAKE, F. B., Pres. Johnson Gear Co.	McNEAR, SEWARD B. Port Costa Water Co.
ESBERG, A. I. Real Estate	MOORE, WALTON N., Pres. Walton N. Moore Dry Goods Co.
FLEISHHACKER, MORTIMER, Pres. Anglo-California Trust Co.	ROTH, W. P., Gen'l Mgr. Matson Navigation Co.
GOMPERTZ, CHARLES Building Construction	SHOUP, PAUL, Executive Vice-Pres. Southern Pacific Company
HANNA, R. J., Vice-Pres. Standard Oil Co.	STANDISH, MILES Timber Lands
	TYNAN, J. J., Gen'l Mgr. Bethlehem Shipbuilding Corpn., Ltd.

BOARD OF DIRECTORS

ANTHONY, E. R., Asst. Supt. Coast Div. Southern Pacific Company	IVORY, R. H., Mgr. Personnel Dept. Standard Oil Company
APPLEGARTH, G. A. Architect	KAUFFMAN, S. S., Pres. H. S. Crocker Company
BAEN, C. E., Asst. Cashier The Anglo & London Paris Natl. Bank	KLEIMEYER, A. J., Vice-Pres. Pierce Arrow Pac. Sales Co.
BAKER, FRANCIS J., Pres. Geo. H. Tay Company	LILIENTHAL, SAMUEL, Sec'y Haas Brothers
BRADY, J. B., Gen'l Mgr. Pac. Coast Div. U. S. Rubber Co.	LIPMAN, E. C., Asst. Mdse. Mgr. The Emporium
CLARKE, C. D., Vice-Pres. Calif. Navigation & Improvement Co.	MAILLIARD, J. W., Jr. Mailliard & Schmiedell
DILL, MARSHALL Importer and Exporter	MASON, J. W., Pres. Western Pipe & Steel Co.
DOWNING, P. M., Vice-Pres. Pacific Gas & Electric Co.	McBRYDE, WARREN H., Sec'y Calif. & Hawaiian Sugar Ref. Corpn.
EACRET, GODFREY, Pres. Shreve, Treat & Eacret, Inc.	McDONALD, J. R., Pres. L. D. McLean Company
EAMES, A. W., Vice-Pres. California Packing Corpn.	PARR, FREDERICK D., Pres. Parr Terminal Co.
FUNSTEN, B. R., Vice-Pres. Walton N. Moore Dry Goods Co.	SHAINWALD, R. S., Vice-Pres. Paraffine Cos., Inc.
GHIRARDELLI, D. LYLE, Pres. D. Ghirardelli Company	SULLIVAN, F. E., Gen'l Mgr. Western Sugar Refinery
HAAS, WALTER, Vice-Pres. Levi Strauss & Company	SUTTON, WALTER, Sales Mgr. Pope & Talbot
HAWES, H. Q., Vice-Pres. H. K. McCann Co.	WEILL, MICHEL D., Vice-Pres. Raphael Weill & Company
HEISE, CARL E., Dist. Mgr. Westinghouse Electric & Mfg. Co.	WILHELM, A. H. General Contractor

The Mechanics' Bulletin

OF
THE INDUSTRIAL ASSOCIATION
OF SAN FRANCISCO

Vol. III.

February, 1926

No. 1

THE MECHANICS
OF SAN FRANCISCO:

All of you have probably read that from away
Indianapolis has come an order com-
manding the local union carpenters, on and
after April 1st next to refuse to work on any
job where there are non-union carpenters. This
means—if the local carpenters obey this auto-
matic order—that there will be a strike. Most
of you know what a strike means—loss for
everybody. And if a strike occurs, what will it
be for? For higher wages? No; there is nothing
in the order about wages. For shorter hours?
No; the order says nothing about hours. In the
order that came from Indianapolis there was no
word of complaint about hours or wages or
working conditions. A committee of outsiders
here, though they may have spent a few days
here, cannot have anything more than a casual
glimpse of the local situation, has simply ordered
union carpenters not to work with non-union
carpenters after April 1st in an attempt to use
the union workers of San Francisco to force
non-union workers to join the union.

Suppose the situation was reversed. Suppose
that somebody two or three thousand
miles away sent an order to the employers of
San Francisco reading something like this: "On
and after April 1st don't let any union man
work for you. If he does not tear up his union
card and withdraw from the union, fire him."
What would you say about that? What would
the whole community say? You would say, and
the community would say: "Such a thing is out-
rageous; high-handed, un-American." Yet that
is substantially the same thing as these out-
siders have ordered the local union carpenters

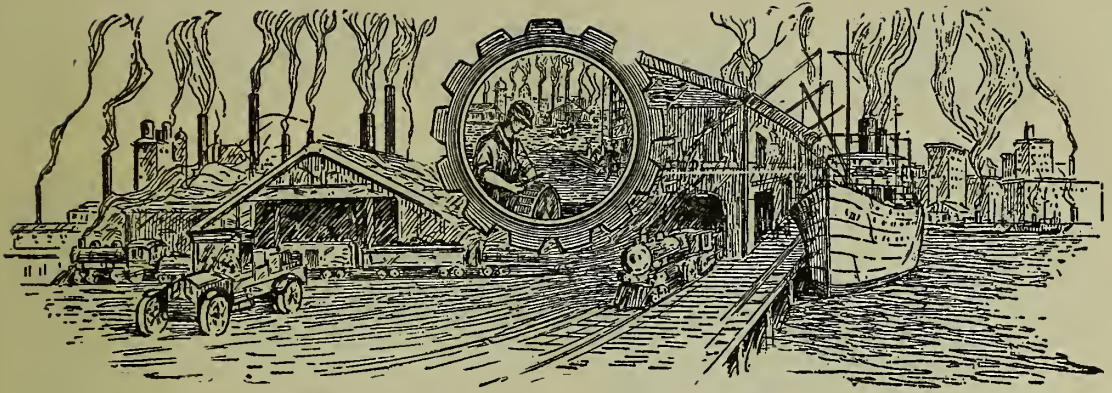
San Francisco hopes—that the mechanics of San Francisco will look out for their own interests by staying on their jobs. But if some of them insist on trying to enforce the card leaving work, their places will be filled and construction work in San Francisco will go on the same.

You who are union men and you who are non-union men should think this thing over carefully. You have been getting along very well together. There has been no discrimination against any of you. The Industrial Association has enforced **for all of you** the eight-hour day, the five and one-half day week, time and a half for overtime with double time on Sundays and holidays, and a minimum wage which is a living wage; with the right of employers to pay above that wage to men who are especially skilled. As a result of all this we have had repeat, almost five years of unbroken industrial peace in the building trades. Almost five years of the finest prosperity, the best times, the healthiest growth and the soundest progress San Francisco has ever known. We all know that a bird in the hand is worth two in the bush. We have the bird in the hand; let's keep it.

Talk this whole matter over with your fellow workman. If you are married, talk it over at home with your wife. Your wife and children are entitled to be considered in this matter. They have benefited by industrial peace, they will suffer from industrial strife. **THINK IT OVER!**



**INDUSTRIAL ASSOCIATION
OF SAN FRANCISCO**
Santa Fe Building
605 Market Street
San Francisco



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco
Published Bi-Monthly
Subscription Price \$.25 a year, included in annual dues

HOW LONG CAN ATTEMPTS AT MURDER GO UNPUNISHED?

Five Murderous Assaults Made on American Plan Foundry Workers During Last 40 Days

On January 13th, 1926, the so-called armistice which had been in effect between ourselves and the Molders' Union, ended. During the period of the armistice not an American Plan molder or foundry worker was in any way molested. The very day that the armistice terminated Cesaero Alvarez, an American Plan apprentice, was set upon, knocked down, kicked and brutally beaten by two assailants.

Eight days later, January 21st, A. T. Walker, another American Plan apprentice, was fired on five times as he was leaving his home for work. Fortunately none of the shots hit him, but this was nothing but sheer good luck.

Seven days later, January 28th, a little school boy—Norman Sanford, the son of an American Plan molder—was deliberately shot down by thugs who fired point blank at him and his father as the two of them were about to drive out of their garage. The Sanford boy was seriously but fortunately not fatally injured.

Eighteen days later, February 15th, as Eugene H. Denison, American Plan molder, and his son were on the street

near their home in Alameda, a crew of murderous thugs fired upon them from a passing automobile. The shot went wild but came so close that Denison felt the rush of air as the charge went by.

Ten days later, February 25th, as Warren Luce, an American Plan molder, was on his way to work in San Francisco he was laid low by a charge of buckshot which struck him in the right leg and which was fired from a passing automobile by a member of the crew of vicious thugs which has been terrorizing the community evidently at the instigation of certain agencies opposed to the effectuation of the American Plan in the foundries of the community. Luce was taken at once to the Emergency hospital where he received an injection of serum to protect him from lockjaw, and was later removed to a private hospital. The doctor's report, under date of February 25th, states as follows:

"Examination showed that from forty to sixty buckshot had entered the right leg between the knee and the ankle. The swelling of this portion of the leg was so great that the pressure had shut off the circulation to the foot. The skin and binding fascia (connective tissue) had to be split the entire length of this swollen



The AMERICAN PLAN

area to allow the blood to circulate. Everything possible which is known to medical science was done to prevent the development of gas gangrene infection, but as we have informed you before, there is no specific serum, or anything, at this time in this country, to prevent gas gangrene. Whether he will or will not develop the gas gangrene will depend upon whether or not there were any gas-forming organisms of this type carried into the deep tissues of the leg by the shot. We will watch him very closely, and should gas bacilli infection appear, it will of course be necessary to amputate this man's leg at once to save his life."

The fears of the doctor proved too true. On February 26 it was necessary to amputate this unfortunate man's leg in order to save his life.

The enormity of this and previous crimes, perpetrated there can be no doubt

by an organized and paid crew of murderers, against men whose sole offense is their attempt to work and make an honest living for themselves and their families, should be sufficient to rouse a long-suffering community to swift and certain action. How long *can* such foul crimes go unpunished in a civilized community? We have offered a reward of \$10,000, and we call upon every citizen of the community who believes in law and justice to assist the police in every possible way to the end that this organized and paid crew of gunmen may not longer go its murderous way.

The American Plan in the Foundries — Why?

One of the weaknesses of human nature is that oftentimes after we have mapped a given objective we become so engrossed with events of the effort to attain it, as temporarily to lose sight of the objective itself. It may well be, therefore, that in the storm of conflicting claims and endeavors that have surrounded the introduction and maintenance of the American Plan basis of employment in the foundries, the public has had its mind somewhat diverted. Thus it seems desirable at this time to re-state and re-emphasize the objective; to tell again the "why" of the American Plan in the foundry industry...

In considering the whole problem of the industrial development of the Bay area, the Industrial Association has always clearly visioned a steady development of basic manufacturing enterprises in this district. The officials of the Association are in touch with large firms who have already made their plans for the development of industries employing as many as 10,000 people in a single establishment and whose program is so completely worked out as to include the final layout of all buildings, equipment, and facilities for a manufacturing enterprise of this size. It is also convinced as a result of its studies that no basic manufacturing industry in the metal trades is possible under closed shop conditions. The automobile industry, for example, which is the outstanding example of production

methods in the metal trades is without exception predominantly open shop and the same is true of all the great Eastern communities which rely upon the metal trades for their primary and basic economic foundations.

Since the foundry industry is absolutely indispensable to any metal trades development and since the success and productive efficiency of the foundries measure to no small degree the flow of work to the various metal trades establishments and shops which the foundries may serve, it is of vital importance, in order to guarantee the success and logical growth of the metal trades that the basic foundry industry should be freed of all uneconomic restraints and should be permitted to develop along the most approved and modern lines.

The study of the San Francisco situation discloses the fact that although as a whole the foundry industry in this district has not yet advanced to the point where it can be considered as being even in the semi-manufacturing class, that the innumerable restraints and regulations which have been thrown about it by the Molders' Union have tended to retard and hold back the development of the jobbing foundries as a whole from anything like the point of effectiveness that modern practice in other communities has indicated as desirable and necessary for a successful business enterprise of this type.

The AMERICAN PLAN



This, then, has been the basic and underlying motive which has actuated the Industrial Association from the conception of the controversy with the Molders' Union, namely, to strike from the foundry industry the restraining shackles and obstructionist methods which have tended to confine it in the past and to give it an opportunity to keep pace with and actually to lead in the development of a sound manufacturing area in the Bay district. All other phases and aspects of the controversy are incidental to this fundamental concept and all of them have been merely considered as devices employed for the purpose of making possible the progressive development of the larger program.

The American Plan was thus introduced into the foundry industry of this community, not as an attempt to destroy the Molders' Union nor to injure organized labor, but to obtain and perpetuate industrial freedom—freedom of the employee to work at the occupation of his choice and for which he is fitted without question of membership or non-membership in any organization, and freedom of the employer to engage and dismiss employees without question of unionism or non-unionism, and to conduct his legitimate business without improper restraint or interference from any organization or influence. Upon the part of the foundrymen themselves, the American Plan was adopted as offering them the most fair and feasible plan of regaining for their several establishments that measure of control and direction necessary to the efficient and successful operation of those establishments. On their part, also, it was not an attempt to destroy the Molders' Union. It was, however, an effort—and a successful one as we shall later show—to rid the community, themselves and their several establishments of the incubus of closed shop rules, regulations and restrictions, practices, etc., that deprived them of the right and the opportunity to manage their own enterprises and operate them successfully. That these rules, regulations and restrictions obtained in the foundry industry, no honest man familiar with the facts will deny. That they had either actually prevented, or so far dis-

couraged as to amount to prevention, efficiency, improvement and progress in foundry practice and operation is something again which the facts elaborately show. The spirit of successful business endeavor had been choked and the foundry industry of the community was moribund, to say the least. At the best possible practical remedy for this diseased condition, the American Plan basis of employment was selected and applied.

In the application of this remedy it was only natural that the several foundry owners should seek the advice and aid of the Industrial Association, as the one organization pledged to the community to establish and maintain so far as humanely possible the greatest measure of industrial freedom. And at the very outset the Industrial Association made its position in the matter so plain that there could be no room for doubt. It was not desirous of destroying the Molders' Union. It was not seeking to deliver a body blow to organized labor. It was not concerned with the matter of whether or not a man belonged to a labor union or any other lawful organization; and it would not permit the application of the American Plan basis of employment to be used as a means of reducing wages, lengthening hours of employment or imposing any onerous condition upon employees. It was not, in other words, concerned with anything negative. Rather was it concerned with something constructive; something that would at once establish freedom of industrial relations and guarantee to both employee and employer a "square deal" to the end that the employee might secure the greatest possible measure of return for his daily endeavor, that the employer could conduct his business efficiently and profitably, and the community rid of the ravages of industrial strife. Upon these conditions, and solely upon these conditions, did the Industrial Association engage to aid the foundries in instituting and maintaining the American Plan in their several establishments; and it is only fair to say that the various foundry owners accepted these conditions whole-heartedly and have in the same manner complied with them. Moreover, they have cooperated in the fullest meas-



The AMERICAN PLAN

ure with the Industrial Association in its comprehensive programme to make the American Plan in the foundry industry stand for an represent genuinely constructive accomplishments. Equally with the Industrial Association they share in the credit for the success of such an effort; finding their reward the confidence which the community has given them, and in the increased efficiency and output of their concerns.

It is scarcely necessary to state that without the confidence and cooperation of the community at large, the efforts of the Industrial Association and the several foundry owners to accomplish what has been accomplished would not have been successful. This confidence and cooperation could not have been secured if the community had not early realized that the efforts of the Industrial Association were not directed against organized labor, but simply against those regulations and practices of organized labor which had in effect put a premium on waste and inefficiency, robbed ownership and management of control over its own enterprises, and by conducting materially to almost constant industrial bickering and strife, injured the employee, the employer, and the whole community. Once the public at large appreciated that the efforts of the Industrial Association were directed against these abuses and not against organized labor as such; and that the American Plan in the foundry industry, as in the building and other industries, meant constructive achievement for the good of all classes, the public gave to the Industrial Association and to the foundry owners operating on the American Plan a generous measure of its interest and support.

Thus with the honest endeavor of the foundry owners themselves, with the constructive aid of the Industrial Association, and with the hearty cooperation of the public—particularly the users of castings, the foundry industry of the San Francisco Bay District has been rescued from its condition of moribundity, comparative inefficiency and lethargy, and placed upon such a sound basis that it is now able to compete successfully with all sections of the country. Waste and inefficiency have

been largely eliminated, progressive and improved methods of practice and operation have been successfully introduced and maintained, output has been tremendously increased, quality of product enhanced; and all without decreasing wages, lengthening hours, or imposing any onerous condition upon the employee. Indeed, the employee has shared generously in the benefits. He has had his wages increased, he has found employment far more constant and continuous; and the conditions of safety, health and sanitation surrounding his employment have been immeasurably improved.

Moreover, the benefits accruing have not been confined to those foundries which have elected to operate their establishments on the American Plan. They have been shared by the closed shop foundries as well. Indeed, if the closed shop foundries had not shared these benefits, and generously, it can hardly be doubted that the whole foundry industry would at this time be operating American Plan. If the Molders' Union had not, in the face of the increased efficiency and quality and quantity of output of American Plan foundries made possible by the abolition of closed shop restrictions, *abrogated those restrictions for the benefit of the closed shop foundries, the latter would not have been able to compete with the American Plan establishments.* Thus it is that due solely to the efforts of the Industrial Association and the foundries which have instituted the American Plan, the closed shop foundries have found themselves able to eliminate waste and inefficiency, introduce improved methods and machinery, increase their output and reap benefits all along the line.

By the same token, and for the same reason, the whole community has benefited beyond power to estimate. It has been able to get better castings, lower prices and prompter deliveries than ever before. Moreover it has had those benefits which flow to a community as the result of the ability of one of its important industries to compete successfully with similar industries in other sections of the country. Credit, and sole credit for this is due the Industrial Association of

The AMERICAN PLAN



San Francisco and the increasing group of foundries that has adopted the American Plan program.

Furthermore, these benefits are not transitory. They are as permanent as are the improved conditions on which they are predicated. Increased production, higher quality and greater quantity of output, and lower prices have not been obtained by the simple expedient of replacing union men with non-union men. The foundries, aided and directed by the Industrial Association, have had to improve their management, improve their methods, employ expert metallurgical assistance and embrace the apprentice program developed by the Industrial Association; spending the major portion if not all of their profits in thus improving their facilities and equipment. The benefits accruing from this are as enduring as the community itself, and are likewise so great as to be impossible of accurate estimate. However, while it is of course impracticable of statistical demonstration, first, because of the stupendous task that it would be to compile complete figures from all foundries and their customers, and second, because of unwillingness of most customers to divulge information as to prices paid to closed shop and American Plan foundries, our knowledge of the whole situation indicates that users of castings are on the average, taking both American Plan and closed shop foundries together, benefiting to the extent of not less than ten to fifteen per cent in savings, and probably a good deal more. In round figures this means something considerably in excess of \$500,000 a year in return to the community, with the further advantage that an increasing amount of business is being kept here or brought into the district.

It is true that there is still much to be done. The progress made has been splendid, but we of the Industrial Association, the various foundry owners, and the community at large must keep ever in mind the fine goal we have fixed. We must by our constant endeavor continue to make the American Plan mean everlasting, constructive achievement.

UNION ELECTRICAL WORKERS IN CONFLICT

Some time ago one of our local electrical firms took a large contract for installing electrical equipment and wiring an industrial plant in South San Francisco. The job was to last for several months and was very complicated. The crew selected consisted of eight mechanics and several helpers. The helpers were non-union. Two mechanics were from the San Mateo union and six were from Local No. 6 of this city.

Immediately after beginning work the San Mateo County union demanded of the contractors that the San Francisco union mechanics be discharged and their places filled with men from the San Mateo union, on the ground that the San Francisco men were working outside their proper jurisdiction. This demand was refused; whereupon the San Mateo union mechanics were pulled off the job and a demand made upon Local No. 6 to pull off their men also.

Our information is to the effect that Local No. 6 has endeavored to comply with the demands of its sister union but with no success. The San Francisco mechanics, as this is written, are still working on the job, and this in spite of the fact that it is reported that their union has fined their foreman \$500 and each mechanic \$50 for refusing to quit work when ordered to do so. The latest report is to the effect that these eight men are about to leave their unions.

The contracting firm involved in this controversy and disturbance is now preparing to build up an American Plan force to handle its growing business. It has already secured a non-union foreman and one mechanic through our Employment Department, and expects to call on us for additional men in the near future. The question is: how long can unions employ such absurd practices and hold their memberships?

HOME BUILDERS STRONG FOR AMERICAN PLAN

At the last meeting of the San Francisco Home Builders' Association, the Secretary made a motion which was car-



The AMERICAN PLAN

ried unanimously that the following clause be inserted in all specifications by all Home Builders in the future:

"ALL WORK PROVIDED FOR HEREIN SHALL IN EACH AND ALL CRAFTS EMPLOYED HEREIN BE DONE ON THE AMERICAN, OR OPEN SHOP PLAN AS THE SAME IS DEFINED BY THE AMERICAN PLAN-OPEN SHOP CONFERENCE."

At this meeting the members announced a program of home and apartment construction for 1926 totalling \$20,-400,000, all of which will be done on the American Plan.

The various members of the Home Builders' Association are sending out to their employees copies of the last Mechanics' Bulletin issued by us, and are cooperating in every way toward the maintenance of the American Plan in the building industry of the community.

SAN FRANCISCO FIRST

We take the following from the February 17th issue of San Francisco "Business":

"Suppose you were left an income of \$100 a week for life? Where would you live?

"A man who had this very thing happen to him wrote to the editor of the Boston 'Post.' 'What city in the world,' he asked, 'offers the best advantages in the way of economy of living coupled with the interesting and enjoyable things of life?'

"Here is the way P. D. King, world traveler and noted writer, sums it up, after carefully analyzing them all:

"SAN FRANCISCO FIRST, Genoa second, and Shanghai third, for the man with \$100 a week, who is seeking a place where life at its fullest might be found.'

"That goes for the man who makes \$30 a week, or \$1000 a week (if any one makes that much money)—SAN FRANCISCO FIRST."

MORAL SUPPORT AS NECESSARY AS FINANCIAL

In commenting recently on the quality of support essential to the effectuation

and maintenance of the American Plan or open shop, William Frew Long, General Manager of the American Plan Association of Cleveland, is quoted by one of our exchanges as stating:

"The fight for the open shop in the building industry is the business not only of the contractors and other employers, but of every citizen who has the welfare of the community at heart, and of their various organizations. Even though the contractors be willing and anxious to pursue an open shop policy, they cannot do it without the moral support of those who employ their services, and those who control and influence the general business of the community. It is of no advantage to have the contractors on the side of the open shop, if the investors in building say to them: 'I believe in the open shop all right, but we must have this building completed, so you'd better give them what they want and get the thing over with.' That was the spirit which brought Cleveland into its present unfortunate situation. The citizens of the community must be told what such indifference will cost them. They must be warned what will happen if they sit back and regard the fight for the open shop as anybody's but their own."

Mr. Long added that "since 1913 a billion dollars has been expended for building construction in Cleveland, which was not actually worth more than three-quarters of this sum, and would not have cost more than \$750,000,000 if the work had been done under open shop conditions. Cities which have overthrown such conditions as we now have assert that the saving has been in excess of this percentage. St. Paul saved 35%, San Francisco 30%, Los Angeles 27%. And this saving is brought about, not by lowering the wage scale, but simply by the elimination of cost-increasing, efficiency-reducing, production-restricting union rules and practices."

It would be well for every San Franciscan to read Mr. Long's remarks and let them sink in. Once a full appreciation is had of the benefits to the community of the American Plan there will be, we believe, few San Franciscans who will not support all efforts to perpetuate it.



ASSAULT ON CHICKEN PICKER

A minor assault on one of the non-union chicken pickers employed by one of the establishments operating American Plan occurred on February 18th. It was rather in the nature of a street fight than a serious attack and the man who was set upon was not seriously injured and has remained at work.

SHEET METAL INSPECTION TO CONTINUE

A meeting was held with the sheet metal inspection group on February 15th. After a full discussion had been had of the accomplishments to date of this phase of the Association's safety work, the group decided to continue the underwriting of the cost of this inspection work for the balance of this year.

PILEDRIVERS WITHDRAW WAGE DEMAND

The union piledrivers had an agreement with their employers that they would make no request for increased wages without conference and that any such request should be based upon changes in the cost of living. Without regard to this agreement, they adopted a new scale effective April 1st next, increasing mechanics' wages from \$8.50 to \$9.00 a day and foremen's wages from \$9.50 to \$10.00 a day. A committee from the Piledrivers' Association met with us on February 5th, at which time its members stated that they were unwilling to grant the increase in view of the fact that it had not been in accordance with their previous agreement with the piledrivers. At a subsequent meeting they unanimously rejected the demand of the union piledrivers, and at a meeting held with their committee on February 10th they informed our representatives that the union piledrivers on being informed of the determination of the contractors to resist the demand and if necessary to employ non-union men, had withdrawn the entire matter of an increase in wages.

ANOTHER FOUNDRY ADOPTS AMERICAN PLAN

On February 24th The San Francisco Brass Company, operating a brass foundry,

adopted the American Plan. This is the fourth foundry to go on the American Plan basis of employment during the past three months, and most certainly and unmistakably indicates the way in which the tide is running.

IMPORTANT INFORMATION GIVEN MASTER PLUMBERS

On February 26th we sent the following letter to the Master Plumbers of San Francisco:

TO THE MASTER PLUMBERS OF SAN FRANCISCO:

We are informed through sources which we believe to be absolutely reliable, that at a special meeting of Plumbers' Union No. 444, held on the evening of February 8, a series of resolutions were passed providing substantially as follows:

That all union foremen shall make jobs upon which American Plan men are employed as expensive as possible to the employer.

That foremen are to give the American Plan journeyman a layout of work and then refuse in any way to assist him, and if he makes any mistakes at all, report the same to his employer with the recommendation that he be discharged.

The most serious resolution upon which agreement was reached, however, relates to apprentices. This indicates the narrow and short-sighted policy of the Union and its apparently complete failure to recognize any obligation to the trade they are in.

This attitude was expressed in a final motion which requires that the Union journeymen show apprentices as little as possible in regard to their work and provide them with as little assistance as possible.

All of the above for your information.

Very truly yours,

INDUSTRIAL ASSOCIATION OF SAN FRANCISCO.

UNION TACTICS DRIVE CLOSED SHOP FOUNDRY TO AMERICAN PLAN

According to reliable information reaching us, a San Francisco foundry which has recently adopted the American Plan lost a job to an American Plan foundry, and mentioned the same to a representative of the Molders' Union. Whereupon the representative of the Molders' Union asserted that the American Plan foundry which had secured the job could not do it—could not, for one thing, obtain non-union molders competent to perform this class of work. In some manner the proprietor of the American Plan concern which had landed the job and had already turned



The AMERICAN PLAN

out the major portion of it, heard of the assertion of the union representative. He forthwith got in touch with the proprietor of the closed shop foundry and invited him to come and inspect this job. The closed shop foundryman accepted the invitation, and, when he discovered the excellent quality of the castings being turned out by the American Plan concern, and that the rate of production was twice that which had previously been secured with union molders, he advised the union representatives that he intended to put his plant on the American Plan basis. To this announcement the union representatives responded by saying that they would "permit" him to employ one non-union man. This only tended to increase his indignation and he immediately proceeded to make the necessary arrangements to effectuate the American Plan, and now reports that his foundry is going along splendidly. Thus does the closed shop frequently "cut off its nose to spite its face."

MR. GREEN SAYS NO

The following Associated Press item about President William Green of the American Federation of Labor, speaks for itself:

"BOSTON, Feb. 24 (A. P.).—President William Green of the American Federation of Labor, successor to the late Samuel Gompers, was not interviewed or photographed when he arrived in Boston today, because reporters and photographers who met him could not produce union cards."

1926 STARTS OUT TO BREAK RECORDS FOR CONSTRUCTION

Gain Over Early Months of Last Year
Already Is 30 Per Cent

Building in San Francisco continues to forge ahead at a pace indicating that a record will be established again this year. According to figures obtained from the Chief Building Inspector, there were 780 permits issued through his office during February, having a total value of \$4,711,886. This is a gain of \$840,399, or almost 22 per cent, over February, 1925, when the amount recorded was \$3,871,487.

January figures totaling \$5,153,504, showed a gain of \$1,749,881 over January, 1925, bringing the total gain to date this

year to \$2,590,280. This averages up an increase of approximately 30 per cent over last year and paves the way for a still better showing for 1926, as the first two months are usually dull building periods.

Two more class A buildings having a value of \$1,000,000 were among those for which permits were issued last month. There was one class B permit issued amounting to \$25,000. Class C structures numbering eighteen called for permits aggregating \$357,395. Frame buildings again outnumbered all other applications with a total of 384, calling for \$1,979,815. This bears out the statements that home building is continuing unabated in San Francisco. There were 346 permits issued for alterations to buildings calling for an expenditure of \$1,001,400, and there were two public buildings in the list amounting to \$348,076.

EMPLOYMENT DEPT. PLACEMENTS INCREASING

Figures as to the number of men placed by the Employment Department during January and February, 1925 and 1926, are as follows:

1925	1926
January, 503	January, 616
February, 298	February, 504

The Master Painters' Association has requested that a new school be opened to train apprentices on advanced problems in interior decorating.

Eighteen apprentices have been enrolled and the employers have signed an agreement, giving the apprentices steady employment and training in this school. At the completion of each six months' period of training, these apprentices will be paid 50c a day increase, which will be held in escrow and paid to the apprentice at the successful completion of each year of training.

The new location of the Trade Schools at 1120 Howard Street will be completed for the Plasterers, Molders, Painters, Plumbers and Electricians during the first week in March. The schools have been somewhat reorganized and are now prepared to handle practical as well as theoretical problems.

\$10,000 REWARD

A reward of \$10,000 will be paid by the undersigned for information leading to the arrest and conviction of the person or persons who were guilty of shooting W. Luce, an American Plan Molder, near the corner of Twenty-fifth and Capp Streets, San Francisco, Thursday, February 25, 1926.

Industrial Association of San Francisco
Santa Fe Building • San Francisco • Phone Douglas 7620

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. IV

NO. 6



MAY
1926



Supervisors Shackle Police



Carpenters' Crime Record



Mass Meeting Protests
Supervisors' Resolution



In the Wake of Golden



BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

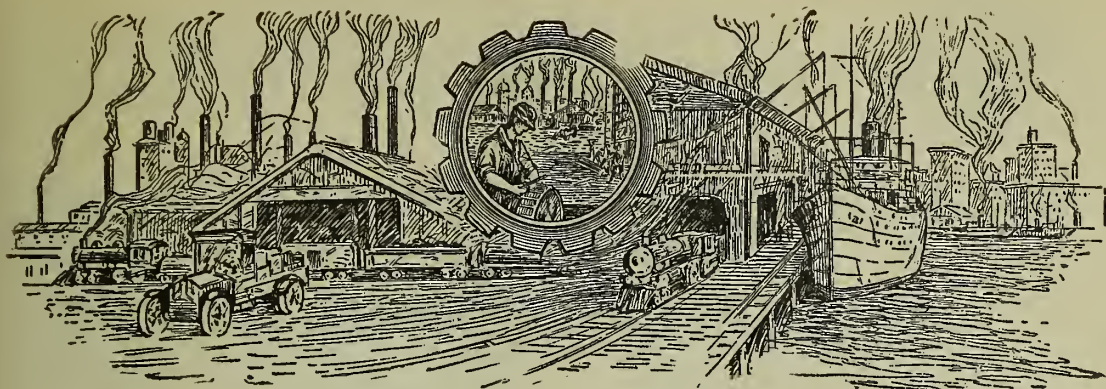
Advisory Board and Board of Directors *of the* Industrial Association of San Francisco

ADVISORY BOARD

ALEXANDER, WALLACE M. Alexander & Baldwin, Ltd.	KOSTER, FREDERICK J., Pres. California Barrel Co., Inc.
ANDERSON, F. B., Chairman of the Board of the Bank of California, N. A.	LEVISON, J. B., Pres. Fireman's Fund Ins. Co.
BRADY, J. B., Gen'l Mgr. Pac. Coast Div. U. S. Rubber Co.	LEVY, LEON G. Gladding, Mc Bean & Co.
COLDWELL, COLBERT Coldwell, Cornwall & Banker	McBEAN, ATHOLL, Pres. Gladding, Mc Bean & Co.
CREED, W. E., Pres. Pacific Gas & Electric Co.	McBRYDE, WARREN H., Sec'y Calif. & Hawaiian Sugar Ref. Corpn.
DRAKE, F. B., Pres. Johnson Gear Co.	McNEAR, SEWARD B. Port Costa Water Co.
ESBERG, A. I. Real Estate	MOORE, WALTON N., Pres. Walton N. Moore Dry Goods Co.
FLEISHHACKER, MORTIMER, Pres. Anglo-California Trust Co.	ROTH, W. P., Gen'l Mgr. Matson Navigation Co.
GOMPERTZ, CHARLES Building Construction	SHOUP, PAUL, Executive Vice-Pres. Southern Pacific Company
HANNA, R. J., Vice-Pres. Standard Oil Co.	STANDISH, MILES Timber Lands
	TYNAN, J. J., Gen'l Mgr. Bethlehem Shipbuilding Corpn., Ltd.

BOARD OF DIRECTORS

ANTHONY, E. R., Asst. Supt. Coast Div. Southern Pacific Company	IVORY, R. H., Mgr. Personnel Dept. Standard Oil Company
APPLEGARTH, G. A. Architect	KAUFFMAN, S. S., Pres. H. S. Crocker Company
BAEN, C. E., Asst. Cashier The Anglo & London Paris Natl. Bank	KLEIMEYER, A. J., Vice-Pres. Pierce Arrow Pac. Sales Co.
BAKER, FRANCIS J., Pres. Geo. H. Tay Company	LILIENTHAL, SAMUEL, Sec'y Haas Brothers
BRADY, J. B., Gen'l Mgr. Pac. Coast Div. U. S. Rubber Co.	LIPMAN, E. C., Asst. Mdse. Mgr. The Emporium
CLARKE, C. D., Vice-Pres. Calif. Navigation & Improvement Co.	MAILLIARD, J. W., Jr. Mailliard & Schmiedell
DILL, MARSHALL Importer and Exporter	MASON, J. W., Pres. Western Pipe & Steel Co.
DOWNING, P. M., Vice-Pres. Pacific Gas & Electric Co.	McBRYDE, WARREN H., Sec'y Calif. & Hawaiian Sugar Ref. Corpn.
EACRET, GODFREY, Pres. Shreve, Treat & Eacret, Inc.	MCDONALD, J. R., Pres. L. D. McLean Company
EAMES, A. W., Vice-Pres. California Packing Corpn.	PARR, FREDERICK D., Pres. Parr Terminal Co.
FUNSTEN, B. R., Vice-Pres. Walton N. Moore Dry Goods Co.	SHAINWALD, R. S., Vice-Pres. Paraffine Cos., Inc.
GHIRARDELLI, D. LYLE, Pres. D. Ghirardelli Company	SULLIVAN, F. E., Gen'l Mgr. Western Sugar Refinery
HAAS, WALTER, Vice-Pres. Levi Strauss & Company	SUTTON, WALTER, Sales Mgr. Pope & Talbot
HAWES, H. Q., Vice-Pres. H. K. McCann Co.	WEILL, MICHEL D., Vice-Pres. Raphael Weill & Company
HEISE, CARL E., Dist. Mgr. Westinghouse Electric & Mfg. Co.	WILHELM, A. H. General Contractor



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco
 Published Bi-Monthly

Subscription Price \$2.50 a year, included in annual dues

SUPERVISORS SHACKLE POLICE TO AID CARPENTERS' STRIKE

Having prostituted one police court in their frenzied efforts to win a strike for the closed shop, the Bay District Council of Carpenters jammed through the Board of Supervisors last week a resolution to force Chief of Police O'Brien to become a party to a reign of lawlessness and crime unmatched in recent San Francisco history. The resolution, sponsored by Supervisor Franck Havenner, and adopted by a vote of 13 to 2, called upon Chief O'Brien to refuse police protection to non-union carpenters employed in the construction of San Francisco homes and buildings and thereby give the union carpenters and their hired thugs a free hand to beat, kick and slug honest workmen whose only crime is their refusal to join the union in submission to the will of the international officers of the carpenters' union far away in Indianapolis.

Be it known now that Chief O'Brien refused the mandate of the Board to inaugurate a new era of union lawlessness in San Francisco. He said "police duty is a duty of emergency. We must and will meet every emergency to the best of our ability. When a disturbance or the possibility of one is reported, we are going to continue to detail men to stop it as we have done since the trouble started."

Only two supervisors voted against the crime permit resolution. They were Colman and Hayden. The latter changed his vote and then moved for reconsideration at the next meeting of the Board. Supervisor Badaracco attempted to force immediate reconsideration but failed.

Predicated upon a tissue of lies, the resolution took advantage of a recent request by the Chief of Police for a permanent addition of 300 men to San Francisco's police force to justify its introduction. Chief O'Brien's request for an enlarged police budget to meet the demands of a rapidly-growing population for commensurate police protection was prepared before the carpenters' strike was called on April 1 and had no relation to the strike. Yet the sponsors of the resolution made that the issue to put legs under their nefarious plan to turn San Francisco over to the rule of blackjacks and brass knuckles.

Not only did the resolution call upon the police department to refuse adequate police protection to San Francisco builders and the mechanics they are employing, most of whom have been residents of San Francisco for years, but it called upon the Chief of Police to use the police power of San Francisco to prevent qualified me-



The AMERICAN PLAN

chanics coming to San Francisco to take the places of striking carpenters, referring to these workmen as "ex-convicts or other undesirable characters."

Nothing as outrageous as this resolution has been perpetrated upon San Francisco, except possibly Judge Joseph M. Golden's famous "tar and feather" decision last month in which he threw a prosecuting witness into jail under bond of \$5000 on a charge of simple battery and released three union carpenters charged with attacking the complainant with a deadly weapon. If anything could be worse than the Golden opinion, more criminal in its intent and more subversive to law and justice, the Havenner resolution is that.

The resolution is printed in full on another page. It deserves the careful reading of every San Francisco voter. No more remarkable document has been uttered in many a day in San Francisco. It was offered to and adopted by the elected trustees of San Francisco after a month of disorders in which more than two score of honest workingmen have been slugged, beaten, brass knuckled and kicked on the streets of San Francisco by hirelings of the carpenters' union without a single conviction or measure of punishment. It comes because efficient police duty has made this campaign of thuggery and lawlessness impotent up to the present time and its object is to tie the hands and feet of the police and to make the streets of San Francisco safe for criminals.

FULL TEXT OF SUPERVISORS' POLICE RESOLUTION

Here is the full text of the resolution adopted by the San Francisco Board of Supervisors, Monday, April 26, at the instigation of striking carpenters to break the morale of the San Francisco Police Department and to inaugurate a rule of gunmen and thugs under the direction of the International Brotherhood of Carpenters and Joiners:

RESOLUTION

WHEREAS, The Chief of Police has submitted a request for a budget appropriation sufficient to provide for an increase of three hundred men in the police department of the City and County of San Francisco; and

WHEREAS, Numerous crimes recently committed in the city and county are referred to by the Chief of Police as the chief reason for the proposed increase in the force; and

WHEREAS, It is a matter of common knowledge and report that a large number of men have recently been brought into San Francisco under the auspices of the Industrial Association to act as strike breakers in a current industrial dispute; and

WHEREAS, Police Court records show that some of these men are ex-convicts with criminal records, and it is reasonable to assume that their presence in this city may be a contributory factor in any recent increase of crime; and

WHEREAS, It is known that a number of policemen have been taken off their regular beats recently and assigned to special duty of guarding building jobs on which these strike breakers are employed; and

WHEREAS, It is further reported that other policemen have been assigned to special espionage duty, consisting of watching and reporting upon the actions and movements of certain citizens of San Francisco who are members of organized labor; and

WHEREAS, The members of the organized labor bodies who are involved in the current industrial dispute are reputable citizens of San Francisco who have publicly proclaimed their intention to conduct their cause in a peaceful manner; and

WHEREAS, The San Francisco police force has enjoyed the reputation of being one of the most capable and efficient organizations of its kind in America and of enforcing the law fairly and impartially; and

WHEREAS, There is every reason to believe that if the full strength of the present police force is restored to regular duty it will be adequate to prevent the increase of crime of which the Chief of Police complains; therefore, be it

RESOLVED, By the Board of Supervisors of the City and County of San Francisco, that the partisan participation of the police force of San Francisco in this or any other industrial dispute, where peaceful methods are pursued, is to be deplored; and be it

FURTHER RESOLVED, That the Chief of Police be and he is hereby urged to restore, insofar as it is practically possible, all of the members of the police force to regular duty, to the end that future increase of crime may be prevented; and be it

FURTHER RESOLVED, That the Chief of Police be additionally urged to use every means at his command to prevent any further importations of ex-convicts or other undesirable characters into this city for use as strike breakers.

Support The American Plan



CRIME RECORD REFUTES GOLDEN AND SUPERVISORS

This is the record, a checked and verified record of what has happened in San Francisco since the International Brotherhood of Carpenters and Joiners of Indianapolis ordered the Bay District Council of Carpenters to strike in San Francisco, April 1, 1926, against the right of non-union carpenters to work without a union card. It is a complete answer to the Judge Golden, the statements of labor leaders and the sponsors of the infamous resolution adopted last week by the Board of Supervisors to strip businessmen, contractors, home builders and honest workmen of the last vestige of police protection.

This is a record of assault, riot, mayhem and thuggery and kidnapping, the like of which has not been seen in San Francisco in years. As you read it make note to ask your neighbor and your supervisors "whose thugs did these things?"

April 1:

Louis Anderson, American Plan carpenter employed by Marion Realty Co., beaten into unconsciousness, on job at Sacramento and Franklin streets. No warrant issued. Assailants unidentified.

Ben Gersh, American Plan carpenter, employed by Barrett & Hilp on school at 16th and Sanchez streets, beaten about head by Business Agents of Carpenters' Union. Warrant refused by District Attorney's office although Gersh could identify attackers.

Albert Miller, American Plan carpenter, employed by Contractor George Wagner on job at corner of Jones and Chestnut streets, beaten and incapacitated. Police captured H. L. Brown whom Miller identified but warrant refused by bond and warrant clerk on April 7.

April 2:

Ruben King, American Plan carpenter, working for Fink & Schindler at 28 Van Ness avenue, assaulted and beaten with pieces of concrete by four men. Police captured Clarence Foreman fleeing in automobile from scene. Warrant refused.

April 3:

Henry S. Nelson, American Plan contractor, assaulted on job near Forty-first avenue and Geary street. Escaped attackers. No arrest but could identify.

April 9:

Omer Gilbert, American Plan carpenter, employed by Contractor L. J. Cohn at Fifteenth and Irving streets, assaulted by seven men about head with blunt weapon. Can identify assailants. No arrests.

April 10:

Ed Rausin, American Plan carpenter, employed by Lindgren and Swinnerton, threatened by Don Cameron of carpenters' union and ordered to leave town. Two witnesses to threat. No arrests.

April 13:

Charles A. Michelson, union foreman, employed by Cahill Brothers, contractors, on a Mission street job between Eighth and Ninth streets, on which non-union carpenters were employed, attacked and beaten in front of his home at 17 Temple street by two men who struck him down from behind. Jaw broken and face mutilated. Forced to go to country to recuperate from nervous shock. This man has been a union carpenter for 30 years in San Francisco where he was born 47 years ago. He has been a foreman on some of San Francisco's biggest construction jobs during the past 15 years; is married, has two children in school, and owns his own home. His assailants escaped unidentified. No arrests.

April 14:

Raymond C. McDermott, American Plan guard on Christianson Brothers' job at Lombard and Steiner streets, attacked by seven men who drew revolvers. Struck over head with iron pipe. Identified three captured assailants who were released by Police Judge Golden. McDermott thrust into jail by Golden under \$5000 bond for having hit one of his attackers with his fist. Fined \$50 by Judge Golden.



The AMERICAN PLAN

April 16:

L. R. Allred, American Plan carpenter foreman, employed by his father, C. S. Allred, on job at Twentieth and Pacheco streets, attacked by several men in basement of one of several houses under construction and beaten. Suffered internal hemorrhage but not incapacitated. Can identify assailant. No arrests.

April 17:

A. E. Henderson, H. T. Johnson and A. Johnson, American Plan carpenters, in employ of C. S. Allred for several months and all residents of San Francisco, followed from job at Twentieth and Pacheco streets by four automobiles containing 15 men and pulled out of their automobile at Third avenue and Lincoln Way and assaulted. Henderson struck on jaw with brass knuckles and one of Johnsons seriously bruised in back. Could identify some of attackers. No arrests.

April 20:

J. S. Talbot, American Plan carpenter, resident of San Francisco, followed on street car from job under Contractor C. S. Allred, Twentieth and Pacheco streets, to Van Ness and Fulton streets, and attacked by two men. After these were driven off two other men took him to headquarters of the carpenters' union and tried to get him to join the union. No arrests.

April 21:

Six American Plan carpenters employed by Paul de Martini, on job at Green and Pierce streets, kidnapped by 50 union carpenters who raided the job in nine automobiles and took their victims to Union headquarters where they forced them to join the union. No arrests.

Five American Plan carpenters employed by Contractor J. Ferroni on job at Willard and McAllister streets, taken off of job by 25 union carpenters and threatened if they did not join union.

April 23:

Albert Righter and Sherman Fowler, American Plan carpenters, followed

from homes and intimidated. Two men arrested. Cases dismissed.

Thomas Jennings, Jess Wooldridge and Henry Liston, three American Plan carpenters, followed from Liberty Bank and intimidated. These men were arrested at request of their intimidators. Cases dismissed.

Louis Hengel, American Plan carpenter foreman, employed by James Arnott & Sons on job at San Jose and Santa Rosa avenues, and a resident of San Francisco, dragged from warehouse by mob of union men at noon. Saved by arrival of police. No arrests although union pickets who committed the assault remained on job after police arrived.

April 24:

Walter Hansen, American Plan contractor, beaten and kicked by four of a mob of union men who drove up to his job at 113 Monterey Boulevard. Left leg broken and body bruises from kicking. Police arrested four men on spot charging mayhem and riot. Prisoners bailed out and case set for May 17.

Edward Jeffers, G. R. Bowerman and Carl Bergstrom, three American Plan carpenters employed by Contractor A. J. Kronquist, beaten and kidnapped by 50 union carpenters who raided a job at Roanoke and Lindley streets, clubbing 16 American Plan carpenters at work there and throwing Bowerman from the roof of a garage to the ground, 16 feet below. James J. Marsh, American Plan foreman, was also attacked. All work stopped on job and tools stolen. No arrests.

April 26:

Six American Plan carpenters taken from Contractor Larsen's job at Mission and France streets, to Carpenters' Hall, where they were signed up in union and then returned to work. No action.

L. M. Scott, American Plan Carpenter-foreman, employed by C. S. Allred on job at Twentieth and Pacheco streets, threatened and intimidated by Joseph Black working with carpenters' union. Warrant requested.

The AMERICAN PLAN



April 27:

Thomas J. Alexander, night guard on a building job at 523 Ellington Avenue under construction by Meyer Bros., knocked unconscious from behind by several men about midnight. Reported assault to police. No arrests.

April 28:

Albert Borchart, a former union carpenter but now an American Plan carpenter, captured and thrown to the ground by two men on Mission Street between Third and Fourth while he was on his way from the Builders' Exchange to apply for work on an American Plan job. Released by his captors who took his employment ticket from him. Reported to Southern Police Station. No arrests.

Soren Christensen, American Plan carpenter employed by Cahill Bros., contractors, on a job at Howard and Main Streets, attacked near the headquarters of the Carpenters Union. Intimidated and forced to quit his job. No arrest.

W. A. Wunrath, American Plan carpenter employed by MacDonald & Kahn on the Mark Hopkins Hotel job at California and Mason Streets, assaulted and beaten by four men at California and Kearny Streets while on his way home from work. Assaultants captured by Police Sergeant Millikan who arrested them in the act. They gave their names as C. L. Hubbard, Charles Davis, Jack Lawrence and Alfred Bishop, and their occupations as carpenters. Released without bail.

Edward R. Evans, American Plan carpenter employed by contractor P. J. Ferrick on a job at 35th Avenue and Fulton Street, intimidated by seven men and told to get off the job "quick while he was still whole," and ordered to leave town. No arrests.

C. A. Anderson, an American Plan carpenter employed by MacDonald & Kahn on the Mark Hopkins Hotel job at California and Mason Streets, followed from job to Webster Street and

struck with a rock by one of four men who pursued him when he ran from the attack. He stated that the same men followed him for two nights in succession and threatened him with injury and death. No arrests.

April 29:

Everett and Byron Mossman, American Plan carpenters employed by contractor S. C. Wolpert on job at Plymouth and Montara Streets, attacked by twenty of forty men who raided the job. Police arrested several of the rioters. Cases dismissed by Police Judge Golden.

That is the record—more than 50 American citizens assaulted, beaten, intimidated, threatened, kidnapped, maimed within one month in the carpenters' strike. Because they wanted to work without a union card. Honest men struck down on the streets and in front of their homes by ruffians hired to do the job.

And this with police protection. What will happen if the Board of Supervisors succeeds in breaking down the morale of the Police Department? The purpose of that resolution is to make free way for this thuggery, mayhem and kidnapping. It will succeed if the decent citizens of San Francisco don't call a halt.

Another aftermath of Judge Golden's "tar and feather" decision in the McDermott case was distributed in the form of a cheap handbill on the streets of San Francisco recently. It was unsigned and read in part:

"Ten years ago Judge Golden could not have made the remark 'tar and feather strike breakers.' The people are awakening. The time is now here to take the law into your own hands. Take that which is your own. Fight for your own."

The handbill was obviously the work of a communist organization or individual. But it shows the possibilities of crime inherent in such statements as were made by Judge Golden from his bench in the McDermott case.



IN THE WAKE OF GOLDEN

San Francisco is still talking about Police Judge Golden's famous "tar and feather" decision in the McDermott case last month, an outgrowth of the carpenters' strike. The Public Spirit Club took the matter up for official consideration and adopted resolutions publicly condemning Judge Golden for his invitation to lawless elements to assault decent citizens without fear of punishment.

One of the other aftermaths of the decision was a fine of \$50 fixed against McDermott by Golden because McDermott pleaded guilty to striking a union sympathizer who had assaulted him with an iron bar or pipe. McDermott, a guard on a construction job operated on the American Plan, freely admitted that he struck his assailant with his fist after the attack upon him. The men whom he accused of assaulting him were released and McDermott, who at the time was acting as the prosecuting witness against them in Golden's court, was thrown into jail in lieu of an unheard of bond of \$5000 in a simple battery case.

As previously published, Superior Judge Pat Parker promptly reduced McDermott's bail to \$100, holding that the bond set by Judge Golden was unconstitutional and excessive. As a complaining witness, having admitted that he struck one of his assailants, there was nothing for McDermott to do when he was arraigned as a defendant but to plead guilty and accept his \$50 fine.

Judge Golden's advice and invitation to crime did not go unheeded. The day following his "tar and feather" decision, a non-union workman's eye was gouged out in an assault on Mission street and since then mobs of striking carpenters have raided construction jobs, beating American Plan carpenters and driving them from their work; "wrecking crews" of four and five men to an automobile have beaten American Plan carpenters on their jobs, on the streets, in front of their homes and elsewhere.

Outstanding among these assaults were the attacks on Walter E. Hansen, a con-

tractor in the Monterey Heights District who was set upon and left lying half conscious with a badly broken leg and serious bruises by ten men, four of whom the police captured. Hansen was saved from further beating when his wife flung herself upon his prostrate form to protect him.

Another attack was made upon Charles A. Michelson, a union foreman in the employ of Cahill Brothers, who was mercilessly beaten in front of his home at 17 Temple street by two men who picketed his house throughout the afternoon of the assault. Michelson, a resident of San Francisco for 47 years and a foreman on some of the biggest construction jobs in San Francisco for the past fifteen years was beaten so badly that he has been confined to his home since with a broken jaw and in shattered health under a physician's care. The thugs escaped unrecognized. Michelson was guilty of employing non-union carpenters. That was his crime. He carried a union card in his pocket at the time of the attack and has carried one for 25 years.

A dozen other assaults and raids followed Judge Golden's advice. And they will continue to follow it until the citizenship of San Francisco puts an end to such judicial mockery.

After reviewing the case the Public Spirit Club of San Francisco adopted the following resolutions which were published in some of the San Francisco newspapers, transmitted to Judge Golden and the Board of Governors of the San Francisco Bar Association:

RESOLUTION ADOPTED BY THE BOARD OF DIRECTORS OF THE PUBLIC SPIRIT CLUB OF SAN FRANCISCO, APRIL 20, 1926.

WHEREAS, It has been called to the attention of the Public Spirit Club that Judge Joseph M. Golden sitting as a judge on the bench of the Police Courts of San Francisco made the following statement, to wit: "The only thing is to put the type of man who stands before me on a rail and tar and feather him, and the man who imported him likewise."



MASS MEETING PROTESTS SUPERVISORS' RESOLUTION

As this issue of the American Plan Bulletin was going to press, the San Francisco newspapers carried the story of an indignation mass meeting of several thousands of San Francisco business men on the floor of the Merchants Exchange on the morning of Monday, May 3, to protest against the attempt of the Board of Supervisors to strip San Francisco builders and American Plan workmen of police protection in the carpenters' strike. Under the chairmanship of Atholl McBean of the Advisory Board of the Industrial Association, the mass meeting adopted resolutions condemning the action of the Board of Supervisors and served notice upon the Board and all public officers that the businessmen of San Francisco would take any measures necessary to enforce the law and back up constituted authority in that enforcement.

The meeting was held at eleven o'clock in the morning. At two o'clock of the same afternoon a large delegation including Mr. McBean, Mr. Frederick J. Koster, author of the mass meeting resolution, President Mailliard of the Industrial Association; Clay Miller, President of the San Francisco Chamber of Commerce, and others attended the meeting of the Board of Supervisors wherein for a second time the police resolution was adopted after hours of stormy debate and during which Chief of Police O'Brien stated in substance that despite the resolution of the Board he would continue to give police protection to American Plan

builders and carpenters where such protection was necessary to maintain law and order. The final vote on the resolution was 14 to 3 with Supervisors Coleman, Hayden and Harrelson voting to reconsider and rescind it.

During the discussion and debate the Downtown Association sent an emissary to announce to the Board that the Downtown Association had gone on record against the Board's resolution and petitioning the Board to reconsider its adoption of the measure. A resolution of the Kiwanis Club calling upon the supervisors to reconsider their action was also read.

In behalf of the Industrial Association and the mass meeting, Mr. Koster and Managing Director Boynton addressed the Board pointing out the real intent of the resolution and stating that the only desire of the Association was to see law and order maintained impartially. A barrage of oratory from labor leaders and others followed during which the issue of the resolution's fate was lost in a morass of verbiage into which Mayor Rolph had to plunge several times to rescue the dignity of the Board.

The meeting was packed with members of the carpenters and molders unions long before the opening hour and they booed, hissed, cheered and roared to their hearts' content throughout the afternoon. At the close of the session Supervisor Havenner, author of the police resolution, introduced a resolution calling for the appointment of a "conciliation committee" of the Board of Supervisors to consider the carpenters' strike.

The contention of the Industrial Association, the Kiwanis Club, the Downtown Association and the general mass meeting that the police resolution of the Board was iniquitous and destructive of police morale was ably presented by Supervisors Coleman and Hayden. Both upheld Chief of Police O'Brien and called upon their fellow supervisors to keep their hands off the police department and out of the carpenters' strike. The vote, however, was a foregone conclusion.

LOS ANGELES STRIKE

The International Brotherhood of Carpenters and Joiners of America has ordered its Los Angeles members to

WHEREAS, Such open advocacy of violence by a judge on the bench of the City and County of San Francisco is intolerable and dangerous and a menace to the welfare of the city and should be publicly rebuked, now therefore

BE IT RESOLVED, That the Board of Directors of the Public Spirit Club of San Francisco condemns without reservation the aforesaid intemperate, undignified and prejudiced statement made by said Joseph M. Golden, and

BE IT FURTHER RESOLVED, That a copy of this resolution be sent to Judge Golden and to the Board of Governors of the Bar Association of San Francisco and the press.

George B. Monk, President
Harry J. Whelan, Secretary.



The AMERICAN PLAN

strike against the American Plan on May 17th, according to advices received by the Industrial Association of San Francisco. Reports have it that, as in San Francisco, the rank and file of union carpenters are against the strike order but they cannot help themselves.

Those in touch with the situation in Los Angeles state that the union carpenters have little hope of winning the strike. Los Angeles for years has had several thousands of competent American Plan mechanics and hundreds of able American Plan foremen and superintendents who have the support of the contractors, owners and the general public. They will probably make short work of the strike.

The situation in Los Angeles proves once again that the American Plan foreman and superintendent is the key to the closed shop problem. As long as there are plenty of competent American Plan foremen and superintendents, loyal to the interests of their employers, no strike can win. The happy situation in which the Los Angeles contractors and builders find themselves as a result of their foresight in building up a large force of American Plan foremen and superintendents should prove interesting to San Francisco.

GREEN AGAINST STRIKES

If press dispatches can be credited the carpenters' strike precipitated in San Francisco by the international officers of the carpenters' brotherhood without negotiation, lacks the sanction of President William Green of the American Federation of Labor. Under date of April 29, the San Francisco Daily News quoted Green in a Pittsburgh, Pa., speech as follows:

"Both employers and employees should seek to promote industrial peace, to settle their differences and arrange their wage scales without resort to industrial warfare. In all their transactions they should keep in the mind the public welfare. The workers should be encouraged to give their best efforts and the employers should seek to find ways and means by which this can be done."

That almost might be taken from the written principles of the Industrial Association of San Francisco. At least, if he is quoted correctly and fairly, President Green of the American Federation of Labor lends little comfort to the International Brotherhood of Carpenters and Joiners in their ultimatum to San Francisco employers that after April 1, 1926, non-union carpenters would not be permitted to work on jobs with union carpenters.

This constituted no effort to seek industrial peace but on the contrary was a declaration of war against a peace that had obtained for five years in the building trades of San Francisco.

CLOSED SHOP EXPENSIVE

The high cost of the closed shop in the building trade industries is exemplified in the peninsular towns, here at our very doors. A recent survey showed that construction costs are from 15 to 50 per cent higher under union control in the smaller cities of the peninsula.

According to the survey while wages are from \$1 to \$2 more per day in the important building trade crafts, the efficiency of the average mechanic is from 20 to 40 per cent less than in San Francisco. As an example, the cost of a standard reinforced one-story concrete store building in San Francisco under the American Plan ranges from \$1.50 to \$2.00 per square foot. The same stores built in Burlingame and some other peninsular towns cost from \$2.50 to \$3.50 per square foot. A five-room house costing \$5,800 in San Francisco costs \$7,000 to reproduce in Burlingame.

Many of the business men on the peninsula feel that this differential in costs is threatening the normal development of the community, as home owners are able to save from 10 to 20 per cent on their investment by seeking home sites elsewhere.

Keep San Francisco Free

THE AMERICAN PLAN

VOL. V

"FOR SOUND INDUSTRIAL RELATIONS"

NO. I



JULY
1926



Carpenters' Chief Refuses
To End Strike

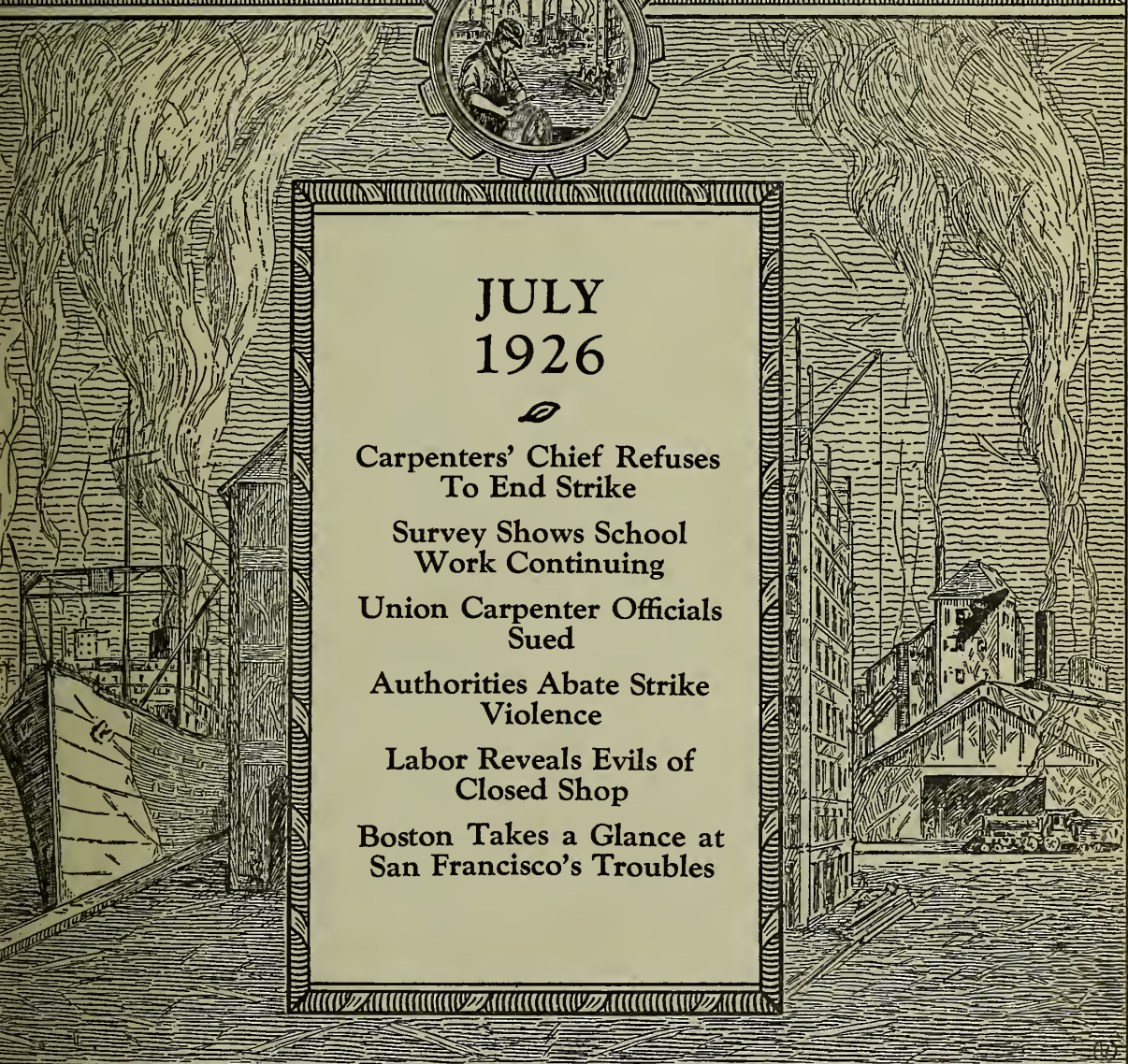
Survey Shows School
Work Continuing

Union Carpenter Officials
Sued

Authorities Abate Strike
Violence

Labor Reveals Evils of
Closed Shop

Boston Takes a Glance at
San Francisco's Troubles



BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

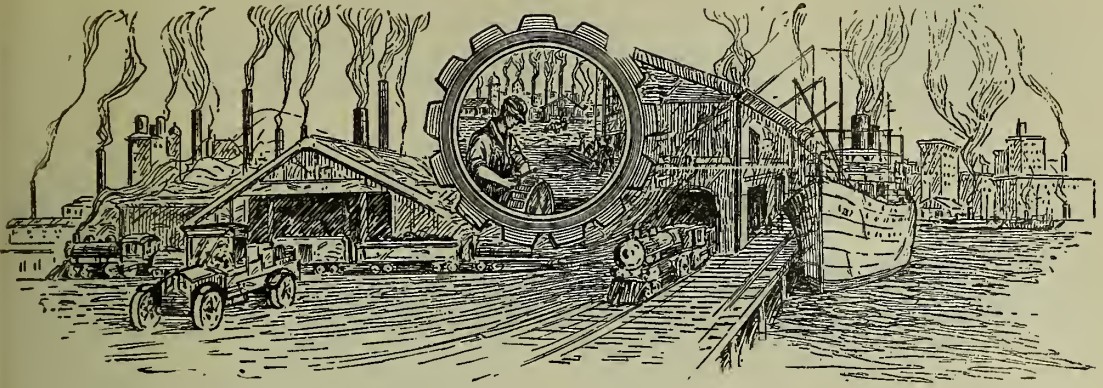
Advisory Board and Board of Directors *of the* Industrial Association of San Francisco

ADVISORY BOARD

ALEXANDER, WALLACE M. Alexander & Baldwin, Ltd.	KOSTER, FREDERICK J., Pres. California Barrel Co., Inc.
ANDERSON, F. B., Chairman of the Board of the Bank of California, N. A.	LEVISON, J. B., Pres. Fireman's Fund Ins. Co.
BRADY, J. B., Gen'l Mgr. Pac. Coast Div. U. S. Rubber Co.	LEVY, LEON G. Gladding, Mc Bean & Co.
COLDWELL, COLBERT Coldwell, Cornwall & Banker	McBEAN, ATHOLL, Pres. Gladding, Mc Bean & Co.
CREED, W. E., Pres. Pacific Gas & Electric Co.	McBRYDE, WARREN H., Sec'y Calif. & Hawaiian Sugar Ref. Corpn.
DRAKE, F. B., Pres. Johnson Gear Co.	McNEAR, SEWARD B. Port Costa Water Co.
ESBERG, A. I. Real Estate	MOORE, WALTON N., Pres. Walton N. Moore Dry Goods Co.
FLEISHHACKER, MORTIMER, Pres. Anglo-California Trust Co.	ROTH, W. P., Gen'l Mgr. Matson Navigation Co.
GOMPERTZ, CHARLES Building Construction	SHOUP, PAUL, Executive Vice-Pres. Southern Pacific Company
HANNA, R. J., Vice-Pres. Standard Oil Co.	STANDISH, MILES Timber Lands
	TYNAN, J. J., Gen'l Mgr. Bethlehem Shipbuilding Corpn., Ltd.

BOARD OF DIRECTORS

ANTHONY, E. R., Asst. Supt. Coast Div. Southern Pacific Company	IVORY, R. H., Mgr. Personnel Dept. Standard Oil Company
APPLEGARTH, G. A. Architect	KAUFFMAN, S. S., Pres. H. S. Crocker Company
BAEN, C. E., Asst. Cashier The Anglo & London Paris Natl. Bank	KLEIMEYER, A. J., Vice-Pres. Pierce Arrow Pac. Sales Co.
BAKER, FRANCIS J., Pres. Geo. H. Tay Company	LLIENTHAL, SAMUEL, Sec'y Haas Brothers
BRADY, J. B., Gen'l Mgr. Pac. Coast Div. U. S. Rubber Co.	LIPMAN, E. C., Asst. Mdsc. Mgr. The Emporium
CLARKE, C. D., Vice-Pres. Calif. Navigation & Improvement Co.	MAILLIARD, J. W., Jr. Mailliard & Schmiedell
DILL, MARSHALL Importer and Exporter	MASON, J. W., Pres. Western Pipe & Steel Co.
DOWNING, P. M., Vice-Pres. Pacific Gas & Electric Co.	McBRYDE, WARREN H., Sec'y Calif. & Hawaiian Sugar Ref. Corpn.
EACRET, GODFREY, Pres. Shreve, Treat & Eacret, Inc.	McDONALD, J. R., Pres. L. D. McLean Company
EAMES, A. W., Vice-Pres. California Packing Corpn.	PARR, FREDERICK D., Pres. Parr Terminal Co.
FUNSTEN, B. R., Vice-Pres. Walton N. Moore Dry Goods Co.	SHAINWALD, R. S., Vice-Pres. Paraffine Cos., Inc.
GHIRARDELLI, D. LYLE, Pres. D. Ghirardelli Company	SULLIVAN, F. E., Gen'l Mgr. Western Sugar Refinery
HAAS, WALTER, Vice-Pres. Levi Strauss & Company	SUTTON, WALTER, Sales Mgr. Pope & Talbot
HAWES, H. Q., Vice-Pres. H. K. McCann Co.	WEILL, MICHEL D., Vice-Pres. Raphael Weill & Company
HEISE, CARL E., Dist. Mgr. Westinghouse Electric & Mfg. Co.	WILHELM, A. H. General Contractor



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco
Published Bi-Monthly
Subscription Price \$.25 a year, included in annual dues

Carpenters' Chief Refuses to End Strike Admits American Plan is Only Issue

William L. Hutcheson, General President of the United Brotherhood of Carpenters and Joiners of America, journeyed from Indianapolis to San Francisco a fortnight ago, talked with local union leaders, conferred with officers and members of the Advisory Board of the Industrial Association and returned to Indianapolis headquarters of the carpenters' union with a San Francisco bench warrant and a carpenters' strike still behind him. About the only thing his trip accomplished was to etch more clearly the fact that the only issue in the carpenters' strike in San Francisco is the closed shop versus the American Plan.

Among those representing the union carpenters with him in the conference with the Industrial Association June 24 were N. H. McLean, secretary-treasurer of the Bay District Council of Carpenters, and J. O. Carson, attorney for the United Brotherhood of Carpenters. United States District Attorney George J. Hatfield also took part.

The conference canvassed the beginnings and development of the strike but ended in failure when Hutcheson stated repeatedly that the only issue is that con-

tained in McLean's order of March 23 last notifying all employers of carpenters in the Bay District that on and after April 1 "non-union carpenters cannot work on the same job in this district with carpenters holding membership in the United Brotherhood of Carpenters and Joiners of America."

"This is not a question of hours, wages or working conditions," President Hutcheson told the conference. "We are going to make San Francisco a closed union town."

President Hutcheson, however, made it clear that the local unions of the carpenters' brotherhood could rescind the strike order whenever they choose. "Local unions are autonomous and have the power to make their own decisions for their respective communities," he told the conference.

The carpenters' strike was inaugurated April 1 under direction of President Hutcheson, to whom the General Executive Committee of the United Brotherhood delegated full power to act following a session here last December. Under date of December 23, 1925, in a letter to the



The AMERICAN PLAN

officers of the Bay District Council of Carpenters, President Hutcheson said:

"The General Executive Board of our Brotherhood, after considering the situation and matters as placed before them by the committee and officers of your District Council, referred same to the undersigned with recommendations that I take full charge of the District and that all local unions and the district council work under my directions and instructions and render me all assistance and co-operation with the end in view of establishing better working conditions and for the building up of a better organization of our Brotherhood in the District." This statement was followed by the order to strike on all jobs where non-union men were employed on and after April 1, 1926.

Following the conference with the Industrial Association on June 24, President Hutcheson sent a statement to the press of San Francisco. In that statement he conceded to the Industrial Association the right to promulgate the American Plan, but the nigger in the wood pile showed a leg when in the same press statement President Hutcheson said "Differences as to wages and working conditions could be quickly settled if the Association would let the contractors deal with us." In view of the fact that there are no "differences as to wages and working conditions" and that the April 1 strike order and President's Hutcheson's own repeated statements to the June 24 conference fixed the issue as between the closed shop and the American Plan, what did President Hutcheson mean? Is he trying to fool the public, the Industrial Association or the rank and file of the union membership?

There are two more soft spots in President Hutcheson's press statement. He says it is the inherent right to men to determine for whom they shall work, implying that the Industrial Association opposes that right. The Association has never denied that right nor has it even denied the right of men to strike.

Of course what President Hutcheson really wants to do is to force every non-union carpenter into the union or out of

San Francisco and then having locked the city up, club investors, builders and contractors into submission to the will of the United Brotherhood. It is an old story. It was done in San Francisco for years and done exactly in that way. He is not fooling San Francisco.

The most amusing senegambian in President Hutcheson's press release following the conference with the Industrial Association was his statement deploring violence and violation of the civil law in the carpenters' strike. The strike is and has been under his jurisdiction and his word could have prevented the beating up and maiming of 201 contractors and carpenters. And then he, himself, made the senegambian dance by fleeing to Indianapolis when he was under order of the Superior Court to give his deposition in the damage suit brought against him and other union officials by W. A. Wunrath, an American Plan carpenter who was severely injured by union agents who slugged and kicked him in the campaign of violence deplored by President Hutcheson. Then after fleeing the city and the jurisdiction of the court, his San Francisco counsel and union officers tried to make Judge Timothy I. Fitzpatrick believe that Wunrath's attorneys had fooled the court into issuing a bench warrant and an order to show cause for contempt of court. That failed, too, when Judge Fitzpatrick re-examined the facts. So President Hutcheson is safely in Indianapolis.

While he was here there was virtually no violence. Within an hour after he boarded a transcontinental train, the wrecking crews were busy again beating up American Plan workmen. Below is Hutcheson's statement in full to the San Francisco press on the failure of his conference with the Industrial Association:

"Our organization is not only a labor body, but also a business institution, and our members take on the same status as stockholders. In this locality our object is to dispose of or sell our commodity—labor skilled in our trade.



"Our plan is to enter into understandings with building contractors, in other words, collective bargaining.

"We find here that while there is a desire on the part of a large number of contractors to enter into contractual relations with our organization, they are prevented from doing so by the Industrial Association.

"In a conference with gentlemen representing the Industrial Association, they positively refused to sanction any sort of understanding or agreement with our local membership and organization.

"We concede to the Industrial Association their rights to the idea of what they term the American Plan, which is simply the employing of non-union men. This is illustrated by their statement, in which they claim the inherent right to employ anyone they see fit, with which we agree.

"We believe, however, that it is the inherent right of men to determine as to whom they shall work for.

"We offered to put our ideas against the ideas of the Industrial Association on what might be called a salesmanship basis, proposing that if we could sell our idea with reference to terms of employment to a contractor, there should be no interference on their part. In turn we offered that if they could sell their idea to contractors we would have no objections whatsoever. They refused to consider or accept the proposition, thereby showing the inconsistency of their position.

"Furthermore, we contend that there is no greater American institution in existence than the United Brotherhood of Carpenters and Joiners; one of the necessary qualifications for membership being that an applicant must be an American citizen or show proof of intention to so become.

"No one deplores more than I do that there should have been any violence or violation of the civil law by any member

of our organization or anyone in sympathy with our body.

"While always desirous of entering into peaceful negotiations and work harmoniously with our employers, in the present situation we are prevented from doing so by the attitude of the Industrial Association.

"There is nothing, therefore, to do but continue our present efforts to establish our idea in this community."

Federal Judge Indicts Strike Violence

Scathing condemnation and denunciation of the violence attending the carpenters' strike, and its causes by United States District Judge A. F. St. Sure marked the discharge of the March federal grand jury last month. In addressing the jurors as they were about to be discharged, the San Francisco newspapers quoted Judge St. Sure as saying:

"There is a growing disregard for law among the people at the present time, and this will result, if continued, in the breaking down of all laws. That would mean anarchy.

"The disregard for law and the delay in prosecution, which is greater in the state courts than in the federal, has been the subject of criticism even by lawyers. Look at conditions here today.

"There is the carpenters' strike. While in England justice is speedy and they seem to handle things better, we are unable to cope with this strike. Men are being maimed and a lawless condition exists. It is time for every good citizen to take notice, not only of this strike, but the general disregard for all law.

"The police are seemingly powerless. Why? I leave that for you to answer and when you find the answer, act."



Union Carpenter Officials Sued Hutcheson Flees Court Order

Civil damage suits aggregating \$90,000, forerunners of at least several other similar actions, have been filed by two American Plan carpenters against President William L. Hutcheson of the United Brotherhood of Carpenters and Joiners of America and other union carpenter officials for injuries inflicted in attacks by strike thugs. Both suits charge that the assailants of the plaintiffs were acting as the representatives, servants and agents of the union officials in the attacks, thereby for the first time fixing responsibility for the carpenters' crime campaign squarely upon the officials of the national and local carpenters' unions.

The first suit was filed by W. A. Wunrath, an American Plan carpenter who was kicked into unconsciousness while on his way home from work by four union carpenters on April 28. All but one of them were convicted of the crime in the police court. In his damage suit which names besides President Hutcheson, N. H. McLean, secretary-treasurer of the Bay District Council of Carpenters, and officers and business agents of local carpenters' unions, Wunrath asks \$20,000 actual damages for injuries incurred and \$20,000 punitive damages.

The second suit for \$50,000 was filed by Hardwick Culberson, an American Plan carpenter who was clubbed to the ground by twelve union carpenters while he was at work on a job near Divisadero and Jefferson streets June 9. His twelve assailants are all under arrest on charges of conspiracies to commit crimes. In both suits, of course, the assailants are also named as defendants along with the union officers, among whom are A. J. Gallaway and Archie Mooney, union officials who have taken prominent parts in the present strike.

It was in the Wunrath suit that President Hutcheson was served with a court order to give his deposition, an order which he defied by fleeing to Indianapolis. His flight was followed by a bench war-

rant for his arrest and an order to show cause why he should not be held in contempt of court for refusal to obey the court order to give his deposition. The bench warrant and the order to show cause were both unsuccessfully attacked by counsel for the local carpenters' union on the plea that Superior Judge Fitzpatrick, who issued them, was misinformed. However, Judge Fitzpatrick refused to withdraw the warrant and order after hearing the complaint, and union counsel stated that he would move later to have the original service of the order to give deposition set aside.

Following Hutcheson's flight and the issuance of Judge Fitzpatrick's bench warrant, Managing-Director Albert E. Boynton of the Industrial Association, issued the following statement:

William L. Hutcheson has flouted the law. In his official capacity as president of the United Brotherhood of Carpenters and Joiners of America, he has defied an order of the Superior Court of California, and fled beyond its jurisdiction.

This is the man who was quoted as saying, as recently as last Saturday, "No one deploras more than I do that there should have been any violence, or any violation of the civil law, by any member of our organization, or anyone in sympathy with our body."

At the time he uttered this praiseworthy sentiment, Hutcheson was in possession of the court order that directed him to appear and give testimony by deposition in a damage suit arising from violence in which he and the United Brotherhood of Carpenters and Joiners are among the defendants. Forty-eight hours later, he was on his way out of the State, beyond the reach of the law that he had just declared should be observed.

Hutcheson has insulted the people of the State of California, our courts and the large number of union carpenters in this town who have never countenanced the

(Continued on page 8)

The AMERICAN PLAN



Survey Shows School Work Continuing

Charges that the Industrial Association has caused work to stop on San Francisco schools in the controversy with the carpenters' union have been bandied about the City Hall and through the press by union agents in an attempt to mislead public opinion. That Association members may know the facts in detail, the following recapitulation is printed herewith:

No.	School, Location and Contractor	Number of Carpenters Working		Job Now Working	Remarks
		Union	Non-Union		
1	Galileo High Addition..... Bond Const. Co. N. E. Cor. Van Ness & Bay	0	2	Yes	Job about finished. Work has never been stopped.
2	Galileo High Munson Bros. N. W. Cor. Polk & Francisco	7	0	Yes	Job about finished. Work has never been stopped.
3	Francisco School Add..... Barrett & Hilp Powell bet. Chestnut & Francisco	0	0	No	Job is completed.
4	Alamo School Jas. McLaughlin 23rd Av. bet. Calif. & Clement.....	2	0	Yes	Job about finished. Work has never been stopped.
5	Durant School F. L. Hansen S. W. Cor. Buchanan & O'Farrell	3	2	Yes	Work has never been stopped.
6	School of Commerce..... Mahoney Bros. Van Ness & Fell	4	0	Yes	Carpenters doing finish work. Work has never been stopped.
7	LeConte School Anderson & Ringrose S. W. Cor. Army & Harrison.....	9	0	Yes	Work has never been stopped.
8	Hawthorne School Bond Const. Co. Folsom bet. 22nd & 23rd Sts.	26	0	Yes	Work has never been stopped.
9	Relief Home Clinton Const. Co. Laguna Honda	8	0	Yes	Inspector reports work gradually closing on account of inability to get materials.
10	Lafayette School Jas. McLaughlin 37th and Anza	6	4	Yes	Job about two-thirds complete. Work has never been stopped.



The AMERICAN PLAN

No.	School, Location and Contractor	Number of Carpenters Working		Job Now Working	Remarks
		Union	Non-Union		
11	Parkside School C. H. Peterson Ws. 26th Ave. S. of U.	2	12	Yes	Job will be completed in about 3 weeks. Job was closed down after a raid and attack.
12	Mission High School..... Macdonald & Kahn Dorland & Dolores	36	1	Yes	Work has never been stopped.
13	Alvarado School Munson Bros. Douglas bet. 22nd and 23rd	0	1	Yes	Carpenter working on finish work. Work has never been stopped.
14	Edison School Amarosa & Democo 22nd & Dolores	0	12	Yes	Job stopped 6-25 and 6-26 in order to change from union to non-union crew. Work was stopped 2 days.
15	Douglas Everett School..... Barrett & Hilp 16th & Sanchez	1	1	Yes	Job 90% complete. Work has never been stopped.
16	S. F. City & County Hospital..... F. L. Hansen 22nd & Potrero	0	0	Yes	Contractor has two sons working on job preparatory to starting. No carpenters yet.
17	West Portal School..... Munson Bros.	4	4	Yes	Job 75% completed. Work has never been stopped.

Authorities Abate Strike Violence

Outraged public opinion backed by strict application of the law has measurably abated violence in the carpenters' strike. To be sure, union "wrecking crews" are still at work beating up American Plan carpenters but the attacks have become more infrequent since some 60 of the wrecking crew members were arrested for conspiracies to commit crimes, felonies punishable by heavy jail sentences and fines. Moreover, the Grand Jury has shown willingness to indict these conspirators in the true bills handed down against four union carpenters accused of the brutal attack upon Contractor Walter E. Hansen.

Application of the conspiracy law ac-

companied by high bail fixed by Police Judge Jacks, the Grand Jury's action in the Hansen case, civil damage suits aggregating \$90,000 to date against officers of the carpenters' union and a general stiffening of police control have made it clear to the carpenters' union that San Francisco will not countenance continuation of the regime of thuggery which ran for more than two months and during which 201 citizens were assaulted. Had these measures been taken earlier, the violence would have ended earlier and San Francisco would not have been held up to the nation as an unsafe city.



Labor Reveals Evils of Closed Shop

"Organized Labor," official spokesman of union labor in San Francisco, in its issue of July 3, revealed the industrial tragedy of the closed shop. It is a simple news story chronicling the end of 30 years' warfare between the United Brotherhood of Carpenters and Joiners and the Sheet Metal Workers, a jurisdictional conflict between two labor unions which has cost American industry millions of dollars and labor itself thousands of working days. As revealed in the following story republished in full from "Organized Labor," settlement of this internecine labor struggle will continue to lay a heavy tax upon industry wherever the closed shop prevails in the building industry. And it illustrates, by the way, just why the Industrial Association is standing firm for the American Plan in the present effort of the United Brotherhood of Carpenters to make San Francisco a closed carpenter town.

From "ORGANIZED LABOR," July 3, 1926.

Headquarters of the United Brotherhood of Carpenters and Joiners here has been advised that the difficulties existing between the Brotherhood and the Sheet Metal Workers' International Association have been amicably adjusted, after having existed for some thirty years.

The controversy has resulted in many strikes and much wrangling, and attempts at adjudication heretofore met with failure. The new agreement provides that a division is to be made between sheet metal work on construction jobs, the carpenters to do trim work and the sheet metal workers to have jurisdiction over the erection of columns.

The agreement was drawn up at the headquarters of the carpenters several days ago by representatives of both unions and ordered submitted to the crafts for ratification. The agreement was signed in Indianapolis by William L. Hutcheson, president of the carpenters, and John J. Hynes, president of the metal workers.

The controversy was a jurisdictional dispute, and attempts to bring about a settlement were without avail. The settlement is regarded with great satisfaction by all parties concerned.

The award of metal work is tentatively agreed upon as follows: Carpenters are to erect and install all interior metal trim such as bucks, jams, doors, casing, base, chair rail, picture mouldings, partitions and all other material generally referred to as trim, excepting toilet partitions, which is awarded to the Sheet Metal Workers. Carpenters are to set metal window frames when they are set, stayed, plumbed or braced. Sheet Metal Workers get the work if set or placed in openings left when a building is erected. The hanging and adjustment of metal sash is given to the Sheet Metal Workers.

Erection of metal column forms goes to the Sheet Metal Workers, but any framing in connection with such operation is Carpenters' work.

The erection of metal lockers and of ordinary plain shelving is given to the Sheet Metal Workers.

A further provision of the agreement is that neither craft will work on a job on which non-union workers of the other craft are employed.

Interpretation of the agreement and its enforcement is to be referred to the presidents of the two organizations.

Public Spirit Club Rescinds Action

After a thorough investigation and reconsideration of the facts, the Public Spirit Club of San Francisco has rescinded the resolution adopted by its Board of Directors under date of May 28, endorsing the record of Police Judge O'Brien in violence cases growing out of the carpenters' strike. In the following resolution adopted by the Club's Board of Directors June 18, the original resolution was annulled:

"Be it resolved by the Board of Directors of the Public Spirit Club that the resolution passed by this Board on May 28th, 1926, with reference to law and order enforcement is hereby rescinded, because of the fact that it is not in strict conformity with the constitution and by-laws of the Public Spirit Club."



The AMERICAN PLAN

Boston Takes a Glance at San Francisco's Troubles

San Francisco, three thousand miles away and with little of the details trickling over the wires, is fighting a battle for labor peace and civic prosperity which is of moment not only to the Atlantic Coast but to every great community which places its own welfare above the demands of professional labor leaders. For twenty-five years the city was union-ridden and demoralized, but five years ago in the building trades, the so-called "American plan" was evolved, under which union and non-union labor alike was employed under fair conditions, with the result that five years of industrial peace and prosperity have followed. Naturally, during this period, the professional labor leaders have found little to do, and they have grown frightened for fear that a system so eminently sensible and satisfactory might spread to other communities, and then their occupation would be gone.

The remedy, of course, was to call a strike, so the International Carpenters' Union, with headquarters two thousand miles away, ordered one. It was a good deal of a joke, as strikes go, for only a fraction of the union men left work and their places were instantly filled. It is proving no joke, however, in some of its consequences, for the city very soon was swarming with gangs of organized thugs, recruited, it is said, from the underworld of Chicago, Tia Juana and other gang centers, and now assaults upon workmen are the rule of the day. The gangs operate, as in the bootlegging trade, in swift automobiles, swooping down upon defenseless men on their way to work, and sometimes kidnapping whole groups, rushing them to labor headquarters, forcing them to sign union papers and collecting all the money on their persons in payment of "dues." This is the situation in the ninth week of the strike.

Meantime, public opinion has asserted itself. The community has aroused itself to combat the toughs, and where in the early days of the strike the municipal Board of Supervisors actually adopted a resolution, by a vote of 11 to 3, censuring

the Police Departments for stationing officers at premises where strike conditions prevailed, this same board has now unanimously adopted a resolution calling upon every civic official to give his full support to the suppression of violence.

The strike is doomed. San Francisco has answered the question whether her affairs shall be dictated by a group of foreign labor leaders, and the very violence of the warfare threatens the existence of the unions as nothing else could. It is easier than it was ten years ago to hire murderers in organized groups. But, on the other hand, community sentiment is practically all one way when the real issue is peace and prosperity versus idleness and intimidation. The country may learn something from San Francisco's experience that will prove useful elsewhere.—*Boston Transcript*

(Continued from page 4)

violence perpetrated through their organization. Unfortunately, there is nothing new about this cynical defiance of the law. With a record of 201 assaults since April 1, and with wrecking crews issuing direct from the labor temple day after day, every demand by the public and the press for the cessation of lawlessness has met only this same sort of lip-service to the law by union officials.

If Hutcheson deplotes, as he said, the violation of the law, why did he, as president of all the union carpenters engaged in this strike, deliberately violate it? If he had nothing to fear, why did he run away?

Hutcheson brought with him, on his trip to San Francisco, the able attorney who represents the Brotherhood of Carpenters and Joiners. That he fled the jurisdiction of the court with full knowledge of what he was doing, and full appreciation of the seriousness of his predicament whether he went or remained, can scarcely be doubted. If he as an individual, and as president of the United Brotherhood of Carpenters and Joiners is in no way linked with the local carpenters' unions in their campaign of lawlessness he had nothing to fear under the law.

\$500 REWARD

A reward of \$500 will be paid by the undersigned for information leading to the arrest and conviction of any person or persons guilty of committing an assault in the course of the present carpenters' strike upon non-union or union carpenters or other workmen or men employed to protect workmen or property.

INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

Sante Fe Building, San Francisco
Phone Douglas 7620

THE AMERICAN PLAN

VOL. V

"FOR SOUND INDUSTRIAL RELATIONS"

NO. 2



SEPTEMBER
1926



New Building Trades
Wage Board

"Labor's" Answer

Carpenters Defy Courts

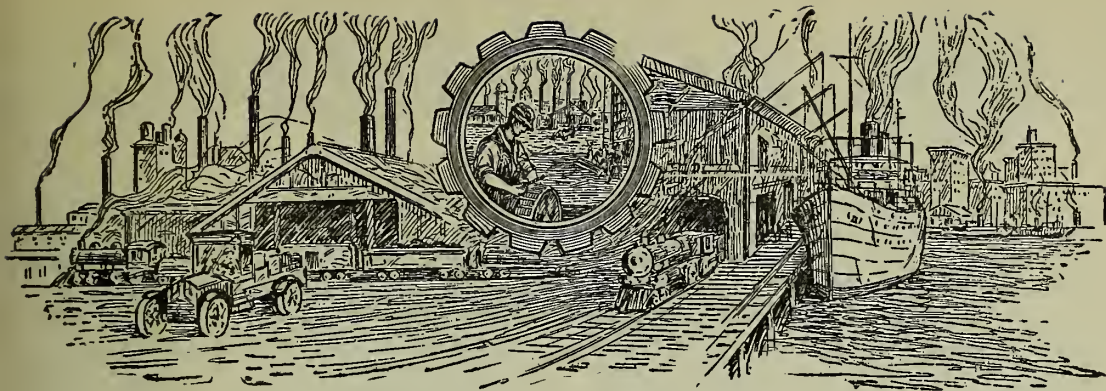
Injunction Suit Stalled

How Big is a Parade?

Company Unions
Winning

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco
Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

New Wage Board Appointed

San Francisco's third Impartial Wage Board to fix wages in the building trades crafts for 1927 was announced early this month by the Industrial Association. Those who constitute the Board are Archbishop E. J. Hanna, Judge Max C. Sloss and Selah Chamberlain.

Preliminary organization of the Board for its arduous task of investigations and hearings will be started as soon as possible. The results of these investigations and hearings embodied in the Board's wage scale recommendations will probably not be ready for submission before November 1.

In announcing the creation of the Board through the San Francisco newspapers, President J. W. Mailliard, Jr., of the Industrial Association said, "appointment of the third Impartial Wage Board at this time is simply in fulfillment of the promise of the Industrial Association five years ago that it would set up such a board from time to time to survey conditions in the building trades and recommend wage scales to meet changing conditions and protect the equities of employes, employers and the general public. In no sense is this an arbitration board nor has it any connection with the Industrial Association other than that the machinery of the Association was used to create it. Our Association will have no recommendations to make to the Board which will function in-

dependently of all groups and interests in the building trades. Once the Board's decisions are published, however, the Industrial Association will press their adoption in behalf of builders and members of the building trades crafts.

"The character of the men who have accepted service on the Board and their lack of affiliation with either labor or employers in the building industry will be sufficient guarantee now, as in the past, to labor, capital and the public of a square deal to all individuals and groups concerned." President Mailliard pointed out that creation of this and the two previous Impartial Wage Boards is part of the San Francisco American Plan in the building trades industries. "Frankly," he said, "we had planned last February to provide for the organization of the Board in June but the abortive strike called by the Indianapolis officers of the United Brotherhood of Carpenters against the right of non-union carpenters to work on jobs with union carpenters made postponement advisable until such a time as the strike could not operate as a factor in the Board's deliberations. We believe that time has come and that our duty to both union and non-union members of the 57 other crafts in the building trades who have worked loyally under the American Plan for the past five years dictates the creation of the new Impartial Wage Board now."



The AMERICAN PLAN

Asked if he thought the Board would recommend any changes in the present wage scales of building trades craftsmen, President Mailliard said, "I haven't the slightest idea and I doubt if the members of the Board have at this time. Undoubtedly, as in 1921 and 1922, the Board will first devote itself to fact findings and hearings and then on the basis of the conditions disclosed, will make its recommendations." Invitations to appear before the Board will, no doubt, be extended to the various unions in the building trades crafts, to other craftsmen, to representatives of the Builders' Exchange, the General Contractors Association and the Home Builders Association and to any other interested parties who may want to be heard.

Minimum wages prevailing at the present time in the building trades are as follows:

CRAFT	Journeymen Mechanics
Asbestos Workers.....	\$ 7.00
Bricklayers	10.00
Bricklayers' Hodcarriers	6.50
Cabinet Workers, in shop	7.00
Cabinet Workers, outside	8.00
Carpenters	8.00
Cement Finishers	8.50
Electrical Workers	8.00
Electrical Fixture Hangers.....	7.00
Elevator Constructors	8.65
Engineers, stationary	7.00
Engineers, traveling crane	7.50
Engineers, on derricks	8.00
Glass Workers	8.00
Hardwood Floormen	9.00
Housemovers	8.00
Housesmiths, architectural iron .	7.00
Housesmiths, reinforced concrete	8.00
Iron Workers (bridge & structural) including engineers	10.00
Labor, common (6-day week)...	4.50
Laborers, "Building"	5.00
Lathers	8.00
Marble Setters	9.00
Marble Cutters and Copers	7.00
Marble Bed Rubbers	6.50
Marble Polishers and Finishers ..	6.00
Millmen, planing mill department	7.00
Millmen, sash and door	6.00
Millwrights	8.00
Model Makers	9.00

Model Casters	\$ 7.50
Mosaic and Terrazzo Workers ..	7.50
Painters	8.00
Painters, Varnishers and Polishers (shop)	7.00
Painters, Varnishers and Polishers (outside)	8.00
Pile Drivers and Wharf Builders (including engineers)	8.00
Plasterers	10.00
Plasterers' Hodcarriers	7.00
Plumbers	9.00
Roofers, composition	8.00
Sheet Metal Workers	8.50
Sprinkler Fitters	7.20
Steamfitters	9.00
Stair Builders	8.00
Stone Cutters, soft and granite ..	8.00
Stone Setters, soft and granite ...	8.50
Stone Carvers	8.00
Stone Derrickmen	8.00
Tile Setters	9.00
Auto Truck Drivers—Less than 2500 lbs.	5.50
Auto Truck Drivers—2500 lbs. to 4500 lbs.	6.00
Auto Truck Drivers—4500 lbs. to 6500 lbs.	6.50
Auto Truck Drivers — 6500 lbs. and over	7.00
General Teamsters—1 Horse	5.50
General Teamsters—2 Horse	6.00
General Teamsters—4 Horse	6.50
Plow Teamsters—4 Horse	6.50
Scraper Teamsters—2 Horse and 4 Horse	6.00

STRIKE COSTS

The cost of strikes, not only to Labor but to the American people, for a period of nine years (1916 to 1924 inclusive) has been terrific—\$10,364,000,000, or about 50% more than the cost of all pensions since the Revolutionary War. The cost of strikes to the public in 1924 is estimated at \$613,000,000, while the loss from fire throughout the United States in 1923 was \$523,000,000.

Labor is finding out that strikes don't pay. In San Francisco, business men, merchants and others interested in public prosperity found that out five years ago. That was when the Industrial Association was born.



We Will Rule or Ruin, Labor's Answer to Wage Board Announcement

Not fair wages and a square deal for the man on the job, but power, dominating, crushing, dictatorial power, that power which fattens bank accounts and feeds vanities is what some mis-leaders of the buildings trades unions want. This is their answer to the announcement of the new Impartial Wage Board:

"UNION LABOR WILL GET WHAT IT WANTS. UNION LABOR WANTS AND DEMANDS AND WILL EVENTUALLY GET FOR ITSELF THE RIGHT OF COLLECTIVE BARGAINING AND THE UNION SHOP. NOTHING ELSE WILL SATISFY UNION LABOR."

That is the answer of "Organized Labor," official organ of the San Francisco Building Trades Council, to the effort of the Industrial Association to play square with the rank and file of labor. Not fair wages, steady employment and agreeable working conditions for the man who labors but power for themselves is the undercover object of the man or men responsible for that reply. Not what is fair and right by common judgment of three such trusted minds and characters as Archbishop Hanna, Judge Sloss and Selah Chamberlain who have the real interests of the laboring man at heart. But rather the crooked power of the closed shop, the crushing power of monopoly to take toll to the last cent, the vainglorious power to rule.

Well, that answer was made in 1921. It cost the rank and file of union building trades mechanics hundreds of thousands of dollars. The men who made it lost the power they had because in their search for personal power they betrayed the men they pretended to serve. And since that time with little interruption union craftsmen have enjoyed unprecedented prosperity free from the domination of their power-seeking leaders.

The principle of the Impartial Wage

Board is right. The men constituting the Board are a guarantee that Labor, Capital and the Public will be treated fairly. There are no strings upon them because they are the kind of men who won't wear strings. That is why the Industrial Association has thrown the problem of wages in the building trades into their hands and has agreed in advance to accept their findings. Moreover, the Industrial Association believes the rank and file of labor in the building trades will show equal sportsmanship and confidence even if they have to repudiate their power-seeking officials. Union craftsmen should remember that there is no question of closed shop or collective bargaining to come before the board. It is a question of fixing fair minimum wage scales, a question of money, not of the personal power of non-working, salaried officials who, when they say "Union Labor," mean themselves.

STRIKE VIOLENCE CONTINUES

Contemptuous of the restraining order granted July 8 by Superior Judge Herzinger, the "Red" element in the carpenters' union is still in control and slugging and beating American Plan carpenters daily. The toll of American Plan carpenters, contractors and foremen assaulted, kidnaped and intimidated since the strike began last April, is now 272.

Most of the gangsters are escaping the police now-a-days. Meanwhile the Police Courts are at a standstill to permit the incumbents to run for the Superior Bench. Likewise, gangsters bound over to the Superior Court for assaults are out on bail amusing themselves pending the November elections. Last week six American Plan carpenters were assaulted in one day.

Pending also in the Superior Court is the suit of twenty-three contractors for an injunction against the carpenters' unions to stop the violence with conspiring union officers refusing to complete their defense.



Carpenters Stall Injunction Decision

More than a month ago counsel for twenty-three contracting firms and individuals seeking an injunction against officers and members of the carpenters' union to restrain further strike violence, submitted their case to Superior Judge Herzinger who gave the union officers five days within which to file their brief. Yet at this writing the brief of the conspiring carpenter officials has not been filed; the expected decision of the Court has been blocked and the merry dance of violence continues.

The plea of counsel for the conspiring carpenters has been sickness. But how long should the orderly processes of our courts be stalled by the unfortunate illness of an attorney? The failure of the accused to meet the issue and permit a decision of the case smells suspiciously like the tracks they have left through our police courts in their trail of crime during the past five months.

CRIMINAL RESPONSIBILITY

The brief filed by counsel for the contractors, revealing the testimony of the various witnesses including union officials, shows clearly the organized nature of the violence in the carpenters' strike and the responsibility of some of the union officials for it.

The attempt of the union officers to evade responsibility for the attacks by gangs of union carpenters on American Plan workmen and the riots perpetrated by the union wrecking crews, fell rather flat under the direct questioning of Judge Herzinger when Paul Clifford, a union official, admitted he had charge of what the carpenters described as "observers," but who in reality were members of the wrecking crew. It was brought out that under the direction of Clifford details of "observers," or wrecking crews, were dispatched at regular hours each day from Carpenters Hall and directed to "observe" specific jobs. It was these jobs which were raided and it was these "observers" who were arrested for assaults, kidnapping,

and riots. Clifford testified that his observers were paid \$1.50 per day from union funds provided by the Bay District Council of Carpenters, and that the gasoline and up-keep of the automobiles used by the wrecking crews were paid out of union funds under direction of a Strike committee.

300 HIRED SLUGGERS

According to Clifford's confession, between two hundred and three hundred men were employed in these wrecking crews. The automobiles loaded with them were dispatched from Carpenters Hall daily at about 7:30 in the morning, returning about 10:00 o'clock and leaving headquarters again in time to reach the jobs to which they were dispatched around the noon-hour. A great many of the assaults and raids took place during the noon-hour while the American Plan carpenters were at lunch. Other evidence indicated that usually a third trip was made toward the end of the afternoon to cover American Plan jobs at the quitting hour.

Throughout his testimony, Clifford attempted to make the Court believe that his men were dispatched merely to determine if the jobs which they were ordered to "observe" were employing non-union men. At one point of the testimony, Judge Herzinger asked Clifford directly if the only purpose of the "observers" was to determine whether or not union men were working on the various jobs visited. Clifford replied, "that is the only duty that I requested." Clifford finally admitted that the "observers" not only investigated the presence of non-union men on jobs but also dealt with them and that he had read reports made to him by members of his wrecking crews on the results of their "interviews" with American Plan carpenters.

\$30,000 WRECKING FUND

One of the interesting aspects of the case as revealed in the briefs filed by the plaintiff contractors was the denial by

The AMERICAN PLAN



N. H. McLean, Secretary-Treasurer of the Bay District Council of Carpenters and other officers, that they knew anything about the "observer" system which went into effect on the first day of the strike, although the system was the most important strike activity of the Carpenters Union. Other testimony of importance given by McLean was that the Bay District Council of Carpenters paid over \$30,000 to the union strike committee for the purpose of taking care of the "observers' payroll." Mr. McLean testified that no accounting had been made to him of the disbursement of this \$30,000, although ordinarily all expenditures by the District Council are accounted for at frequent intervals. McLean testified that he did not even know that Clifford was in charge of the "observers," although testimony was given to show that A. J. Mooney, Pacific Coast Representative of the United Brotherhood of Carpenters and Joiners of America, stated openly in a union meeting that the credit for all that had been accomplished in the conduct of the strike was due to the "observer" system. Clifford worked directly under Mooney in his handling of the "observers" and Mooney was directly responsible to President Hutchinson of the United Brotherhood in Indianapolis.

UNION OFFICIALS DEFY POLICE

Mooney's leadership was revealed further in the testimony when he was pictured on the floor of a union meeting imploring the striking carpenters to "fight, fight, fight," and calling constantly for more men for the "firing line." The activities of Business Agent Gallaway, President Nicholas of the District Council of Carpenters, and also of Local Union No. 22 were also brought forcibly before the Court's attention. Gallaway was shown to be the bail agent for the strike committee, bailing out arrested union "observers" almost as soon as they were taken into custody for the assault and riots in which they figured. Nicholas was quoted by Police Captain Layne as stating that there should be two hundred assaults every day, during a conversation in which he upbraided Police Captain Layne openly in the Central Police Station for his activities in en-

forcing the law. In other words, the brief of the testimony shows union officials encouraging strike violence and vehemently condemning police officers for trying to suppress it.

CONSPIRACY PROVED

The willing testimony of other witnesses, besides the union officers who were subpoenaed by the plaintiffs, shows even more vividly the conspiracy fostered against the peace and order of San Francisco by the officers of the Carpenters Union. American Plan carpenters who had been assaulted took the witness stand and told their stories, eye to eye with a court room full of grumbling and threatening union men. Other witnesses testified that on several occasions they had seen automobiles full of "observers" leaving Carpenters Hall and had followed them directly to American Plan jobs which the "observers" raided and where they assaulted American Plan workmen. In one of the worst raids, during the reign of terror, a number of wrecking crew cars were followed from Carpenters Hall to the scene of the riot, near Pacific and Jones Streets, where some two hundred men swarmed over a job, hurling missiles of all descriptions at the American Plan workmen, and where Police Officer Mangan was forced to draw his gun to protect himself against enraged "observers." It was this raid which required two riot squads from the Central and Bush Street Police Stations, and in which Captain Layne arrested forty union men.

The brief cites a number of cases upon which the Court may rest an order granting a temporary injunction. Notable among them is the case of the Southern California Company against the Amalgamated Association of Iron Workers in which the Supreme Court of California upheld an injunction granted by the Lower Court upon testimony quite similar to that produced in the present suit. In concluding their brief, Counsel for the Plaintiffs said: "The court has before it not only the preservation of the integrity of the plaintiffs' businesses, but also the preservation of peace and personal security in this community."



How Big is a Parade?

Union Labor in the Bay District celebrated Labor Day this year jointly with an instructive, informative, and altogether interesting and entertaining parade in Oakland.

It was spoiled, however by the ridiculous statements in some newspapers that fifty or sixty thousand marchers were in line. "Organized Labor," official organ of the Building Trades Council, of course, fixed the number at seventy thousand. One paper which estimated the number at sixty thousand proved the ridiculousness of its own story by stating that the marchers passed a given point in ninety minutes, whereas every one knows that it would take at least eight hours for sixty thousand and untrained marchers to pass a given point, taking into consideration the usual traffic interruptions in such a procession.

The fact of the matter is that there were 6462 persons in the Oakland Labor Day parade, considerably less than the 11,319 who turned out last year. Nearly 5000 less, in fact.

Now, the Industrial Association has no quarrel with union labor or with the number of men who marched in a Labor Day parade. Labor Day is a day set aside by common consent of all classes of people in honor of the achievements of men who labor. But the Industrial Association believes that labor's propaganda bureau should not misinform the public and above all, should not misinform the rank and file of labor.

CARPENTERS RANKS THIN

The detailed count of the parade shown below, a count made as accurately as seven trained men with an adding machine could check it, turns an interesting light upon the carpenters' strike.

In the first place there were 275 fewer carpenters in line than last year. Carpenters Local No. 483, which has been prominent in the strike and which turned out 392 marchers in the 1925 parade, mustered only 150 marchers this year. Likewise,

Carpenters Local No. 22, which turned out 480 marchers in 1925 and whose officials have been ring leaders in the present strike, was able to corral only 194 marchers this year.

Perhaps these facts account for the "Big Parade" of words and figures broadcast by union officials through their propaganda bureau to the San Francisco and Bay District newspapers. Why? To fool whom? The men who put up the money, of course. The hard working private in the ranks who pays his union dues to provide salaries and seats of power for the men who fool him.

Nevertheless, it was a good parade, informative, instructive, entertaining, interesting and a credit in its actualities to the rank and file of labor. Let us hope that it will be as good or even a better parade next year but that the "Big Parade of Bunk" will be missing.

PARADE TABULATION	
LOCAL	Marchers
1ST DIVISION	
Musicians No. 7.....	151
Elec. Ry. Employees No. 192.....	152
St. Car Men Div. No. 518.....	85
Carpenters No. 892.....	136
Carpenters No. 34.....	56
Carpenters No. 36.....	340
Carpenters No. 22.....	194
Plasterers No. 460.....	32
Carpenters No. 483.....	150
Carpenters No. 1689.....	11
Millmen's No. 550.....	120
I. B. E. W. No. 595.....	208
Bricklayers No. 7.....	48
Hodcarriers No. 36.....	121
Lathers No. 86.....	61
Plumbers Union No. 442 (S. F.).....	24
Plumbers Union No. 444.....	106

(Continued on page 8)

The AMERICAN PLAN



Company Unions Held Peril by Federation

By ROBERT T. SMALL

WASHINGTON: The celebration of Labor Day this year by union labor was tinged with a real uneasiness over the growth of the "company union" idea in American industry. It is realized that the company unions constitute a distinct threat to national labor unity, as further developments along that line might have a serious effect on the various trades unions affiliated with the American Federation of Labor.

The Company unions will come in line with the proposed discussion at the annual meeting of the federation next month and an effort will be made to devise some method of opposing and defeating them.

TWO STRIKES STOPPED

Two important strikes in the east this year have virtually been stopped by the company union plan. Neither of these strikes was authorized by or fostered by the American Federation and in each instance the company union idea was dominant and in one case the federation has taken up the cudgels for the locked-out employees.

The most stunning blow was that of the subway employees of New York City who revolted against the company union, and organizing a union of their own which they proposed to affiliate with the federation, submitted demands for increased wages which the operating officials of the subway refused to consider. The strike was called. It resulted in failure. The company had for years fostered its own "union" or an association of its employees.

REMAIN AT WORK

A large percentage of them remained at work because of the company union and the benefits it promised to the workers. The strike was short lived. The men drifted back to work one by one. In each instance they were taken on as new employees, losing all seniority by their walk-

out, and depriving themselves of built-up benefits under the company union idea.

The second strike virtually lost is that of the textile workers in northern New Jersey. There, too, the company union idea has been brought forward to defeat independent organization among the workers themselves. When the textile workers first struck they were not affiliated with the American Federation of Labor, but an investigation by Senator Borah of Idaho and W. Jett Lauck of this city has brought the strikers within the fold and protection of organized labor.

MILLS ORGANIZE WORKERS

In the meantime, however, some of the biggest mills in northern New Jersey have succeeded in organizing their company unions and say they are ready to combat the entire resources of the American Federation of Labor. The Pennsylvania Railroad long has been the sponsor of the company union idea and many other company unions have been founded upon its principles. The Pennsylvania system has been a thorn in the side of union labor for years.

The company union is recognized as having direct and immediate appeal to the employees, above that of organized labor itself. It has an especial appeal to the man who has made up his mind to go along with his company and has seen that company take care of its veterans. Naturally the company union applies only in the case of persons in permanent employ.

It cannot prevail in the class of workers who do one job and then go to another, such as the brick masons, the plasterers, plumbers, carpenters and the like.

But in the steel corporation and the big automobile factories the company union plan has an appeal to the workers which organized labor is finding it difficult to meet.

Copyright, 1926, by Consolidated Press Association.
Reprinted by permission of The Consolidated Press Association and The San Francisco Bulletin.



The AMERICAN PLAN

(Continued from page 6)

2ND DIVISION

Steamfitters No. 509.....	56
Steamfitters No. 590.....	13
Label Section	12
Sheet Metal No. 216.....	78
Moving Picture Operators No. 169..	110
Bill Posters Local No. 44.....	116
Barbers No. 134.....	98
Boot and Shoe Workers No. 324....	28
Federal Workers No. 1.....	17
Janitors No. 9.....	52
Iron and Steel and Tier Workers No.1	88
Union Clerks	81
Culinary Workers No. 48.....	18
Cooks and Waiters Dining Car No.	
456	16
Gardeners No. 1747.....	50
Garment Workers	106

3RD DIVISION

Molders No. 164.....	159
Machinists No. 284.....	120
Oakland Fire Dept.....	43
Auto Mechanics No. 1305.....	128
Structural Iron Works No. 337.....	30
Carpet Linoleum and Tapestry No. 75	94
Boiler Makers No. 6.....	76

4TH DIVISION

Painters No. 19.....	130
United Glass Workers.....	40
Sign Painters	40
Paper Hangers No. 6.....	256
Elevator Constructors No. 8.....	20
Tile Setters No. 19.....	47
Hoisting Engineers No. 59.....	123

5TH DIVISION

Teamsters No. 85.....	167
Brotherhood of Teamsters No. 70...	232
Ice Wagon Drivers No. 610.....	216
Cold Storage	16
Bakery Wag. Drivers & Salesmen...	200
.....	88
Milk Wagon Drivers No. 226.....	76
Steam Shovel	56
Union Label Div.....	5
Printers	126

Total Marchers	5422
Grand Total.....	6462

IN NEW YORK IT IS DIFFERENT

Out of New York comes a story of judicial integrity, refreshing, to say the least, to the citizens of San Francisco who have waited patiently throughout the carpenters' strike for their elected public officials to perform their duties in putting down the strike crime wave.

The New York Times of recent issue state that Referee Russell Benedict granted an injunction to Joseph Fieldman, President of Local 2717 of United Brotherhood of Carpenters and Joiners of America, restraining five officials of that union from interfering with the affairs of the local and forcing them to account for its funds. In his decision the Court referee said:

"The leaders dominate the Union for their own personal, material or political advantage. The members of the Union find themselves helpless against the tyrannical and self-serving leaders who combine to control and dominate the funds and policies of the union."

It is well to bear in mind that while this decision was handed down in New York, the same conditions exist here in San Francisco.

OPEN SHOP IN TACOMA

Nearly 60 general contractors and sub-contractors of Tacoma have adopted the open shop in Tacoma building. So far, since the adoption of the new regime, there has been no evidence of union opposition.

Prominent contractors raised the question of wage standards and it was the consensus of opinion that the contractors subscribing to the open shop plan would resist any attempt to lower wages from the present standard. The majority of the contractors present reported that their work was progressing with ample labor at a minimum wage of \$8.00 per day. Under the open shop, according to John Chalmers, president of the Master Builders' Association of Tacoma, skilled labor will be hired without question as to its affiliations or lack of affiliations with labor organizations.

The Practical Economist

 Vol. 1

August, 1926

 No. 2

THE FIRST STRIKE

Probably the first recorded strike is in Exodus, Chapter 5 of the Book of Books, when the Israelites revolted against the unfair edict of Pharaoh that they must make their bricks without benefit of the straw with which up to that time they had been provided. Much water has gone over the wheel of human affairs since that first strike of the bondaged Israelites.

Today organized society grants the liberty of a man to quit his job. But that liberty never carries with it the privilege of stopping the other fellow from taking that job. Twenty-five years ago Archbishop Ireland of St. Paul, in refusing to take a hand in the settlement of the steel mill strike in Pittsburgh, said:

“While the right to enter upon a strike is and must be conceded as a right belonging to the personal freedom of workingmen, this must ever be demanded—and in the name of the same principle of personal freedom under which men may refuse to work—that they who may cease to work must in no way interfere with the liberty of others who may wish to work. The personal freedom of the individual citizen is the most sacred and precious inheritance of Americans.”

No man, especially one who labors with his hands for his bread and the support of his family, should ever desert that first principle of personal freedom, no matter what the urge or the temptation. If the man who labors, abandons that foundational principle of freedom to work, he grants the right of other men to tell him that he *must* work. Let us try not to make fish of one and fowl of the other.

Now, no one denied last April the right of the members of the United Brotherhood of Carpenters to strike. After all, a strike is only a number of men exercising their individual liberties simultaneously for a given purpose, provided, of course, it isn't a conspiracy against peace and justice. But San Francisco

did protest last April and thousands of carpenters and other craftsmen have been protesting since against the un-American and unintelligent attempt of the Indianapolis officers of the United Brotherhood to deny the freedom of non-union carpenters to work at any available employment.

As far as consequences go, the Indianapolis officers of the United Brotherhood might just as well have issued an order last April that non-union carpenters could not vote in San Francisco on and after April 1, 1926. As a matter of fact the order that non-union carpenters would not be allowed to work on union jobs in San Francisco struck at something more essential than the right to vote.

The right to vote is something conferred by act of government. The right to work at any available employment is a right whose moving force underlies all economics.

So, let's be done with twaddle and tomfoolery and a lot of modern sleight-of-tongue phrases. If we have to strike as a last resort, as the Israelites did, let's strike. But after we strike, let's not jeopardize ourselves by trying to stop the other fellow from working and let's quit calling him a "scab" because he is exercising his right to make a living. It's up to him whether he wants to work and the man who tries, by violence, to stop him working is granting the right of the other fellow to stop the union man from working by violence.

That's pretty old-fashioned stuff but it is true and it is sound economics and sound sociology. Besides that, it's pretty good stuff to stick with in this day and age when everybody seems to be spending most of his time trying to tell the other fellow what to do or trying to make him do it. Nobody in the world can "bust" unionism or any union as long as it sticks by those rules.

And that brings up the question of the Industrial Association and its purposes and where it stands on strikes. The Industrial Association is not against strikes when they are necessary. Moreover, the Association recognizes that there are times when strikes are necessary.

The fact of the matter is that a few years ago the Industrial Association advised the officers of a certain union whose members had been treated unfairly by their employers, that the Association would back the

union in a strike. The strike lasted only twenty-four hours because the employers saw the light.

The Industrial Association was formed not to "bust" unions or to hold down wages or to hurt labor in any way. It was formed by a group of men who realized that the old way of continual fighting between employers and employees was bad for everybody, particularly for the general public which makes up the bulk of this good old San Francisco of ours. It was formed by a group of men who knew that in the past the employers had been wrong probably as many times as labor.

The Industrial Association was formed to force a square deal for all hands and it is going to do it through the strike or the Permit System or by any other lawful means when necessity demands. It will win as long as it is right, just as it is winning in the carpenters' strike, and it will lose when it is wrong.

In 1921, shortly after the Industrial Association was organized, Frederick W. Ely, then Labor Editor of the *San Francisco Bulletin* and now Editor of *Organized Labor*, reporting the proceedings of a meeting of the San Francisco Labor Council, quoted Michael Casey, president of the Brotherhood of Teamsters, and John P. McLaughlin, State Labor Commissioner, as follows in a speech before the Council:

"On June 13, four firms cut the wages of building material teamsters, the cut ranging from 25 to 55 cents per day. We appealed to Max Kuhl, Atholl McBean and George L. Bell, representing the Industrial Association, who promised to make an investigation. This week Kuhl, Bell and McBean sent for us and in the presence of three of the employers who had cut wages, announced that the wage cut was unwarranted, that the union was right in protesting, and instructed the employers to pay the union scale of wages and to reimburse their teamsters for the wage cut from June 13. This the three employers agreed to do. The fourth employer was not present."

At the same meeting John O'Connell, Secretary of the Council, reported:

"The function of the Industrial Association of San Francisco is to straighten out the troubles brought to them by employers and labor unions.

It is apparent that the Industrial Association wants to avert trouble and to maintain industrial peace in this city, and I am convinced, through my experience with the Association, that many unpleasant situations can be averted by the unions availing themselves of the machinery provided by the Industrial Association of San Francisco, which, I believe, wants to play fair.

“Quite recently certain employing butchers took their troubles to the Industrial Association and as a result trouble was averted.

“As long as the Industrial Association of San Francisco goes along as it is, labor has nothing to fear from it. I am inclined to believe that we may well use the machinery provided by this Association to maintain industrial peace.”

Now, the Industrial Association hasn't changed a whit since. As a matter of fact it has stepped in many times since to see that employers gave union men a fair shake and it is going to keep on doing it despite the carpenters' strike which was all wrong to begin with and is still wrong to the loss and detriment of every union man in town.

Indeed, John O'Connell was right. Labor has nothing to fear from the Industrial Association.

Published by
INDUSTRIAL ASSOCIATION
OF SAN FRANCISCO
In Behalf of Industrial Justice, Peace
and Prosperity

THE AMERICAN PLAN

VOL. V

"FOR SOUND INDUSTRIAL RELATIONS"

No. 3



NOVEMBER
1926



Carpenter Crime Chiefs
Jailed For Murder

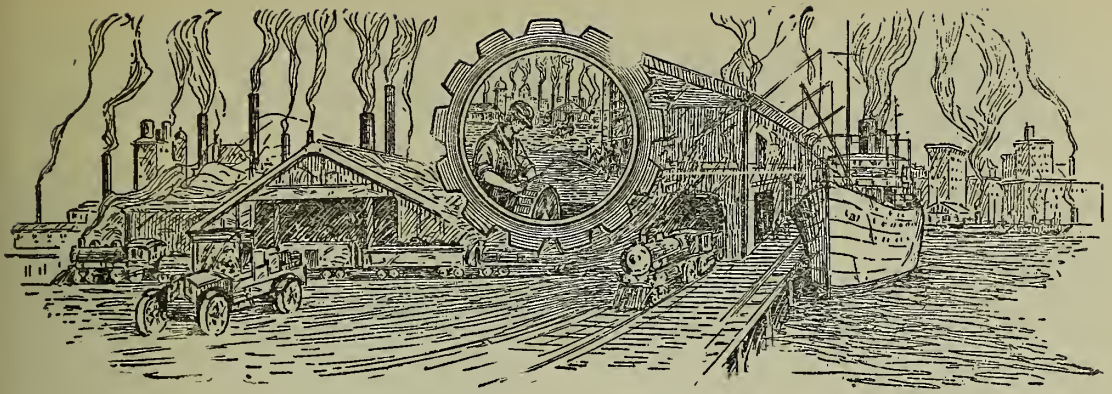
Injunction Issued Against
Strike Violence

Will A. F. of L. Investigate?

Building Permits Increase

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco
Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

Carpenter Chiefs Indicted For Murder

San Francisco has at last dragged into the open for trial on charges of murder the "Higher-Ups," the men behind the guns during the past seven months in the crime campaign of the United Brotherhood of Carpenters and Joiners of America to break down law and order and force the businessmen of the city to obey the Brotherhood's dictates. The people of San Francisco have accepted the challenge and on December 14, A. J. Mooney, Pacific Coast Vice-President of the carpenters' national union, reputed "master mind" of the crime orgy, will go to trial together with Paul Clifford, his chief union henchman, and six others for the murder of M. I. Campbell, an aged non-union carpenter, whose skull was bashed in by strike thugs late last month and who now rests in his grave a martyr to the fight for San Francisco's political and industrial freedom.

Not since the trial of the McNamaras for the dynamiting of the Los Angeles Times, their spectacular confessions and sentences, has the issue between organized union crime and law and order been joined as clearly as in this case which the people of San Francisco are to judge through jury and court. Even the Preparedness Day Bomb Explosion with its frightful cost of life and limb sinks into relative insignificance as the work of an individual, compared with the issue to be

settled in this new Mooney case, this carefully plotted, directed, executed, organized day by day, week by week, month by month conspiracy of crime which claimed more than 300 victims assaulted, kidnaped, maimed and, at last, reckoning murder.

Organized Labor or, at least that part of it known as the United Brotherhood of Carpenters and Joiners of America, an organization numbering some 400,000 members and with an income of \$1,000,000 a year is going to fight to the last ditch to teach San Francisco that it is bigger than the people of San Francisco; that the police, the constituted authorities and the courts of San Francisco must not get in the way of union aims, must stand aside while the Indianapolis officers of the mighty brotherhood impose their will on San Francisco's industrial life, must humbly admit that labor is beyond the law. They are going to pour thousands, hundreds of thousands of dollars into the fight to free Archie Mooney and Paul Clifford. In fact the fight is on and already they have won first blood.

Mooney and Clifford, regularly and unanimously indicted for Campbell's murder by 17 citizens of San Francisco sitting as a regularly constituted grand jury, are today walking the streets of San Francisco, free men. They were turned loose on \$25,000 bond by Superior



The AMERICAN PLAN

Judge Louderback on November 10 on the plea that the evidence upon which the grand jury indicted them, including the confessions of three other defendants, was insufficient to hold them in jail until the date of their trial. With them, of course, on bail are Albert Moore, Samuel Moore, Christopher O'Sullivan, and J. J. Cannon, four of their henchmen indicted likewise for Campbell's murder.

Still in jail at this writing are George Pesce and Gus Madsen who confessed to the police their membership in the carpenter's wrecking crew which made the murder attack upon Campbell and who told the Grand Jury of the inside workings of Mooney's gang.

By virtue of the law of California that a man cannot be convicted of a crime on the testimony of an accessory, Mooney, Clifford and their henchmen are free on bail, free to plot their eventual acquittal, free to cover up their tracks, free to suborn perjury if they choose, free to block the police in obtaining any further evidence of their guilt. Perhaps Judge Louderback was forced by the law to grant them bail but in this case the law has operated against order and justice.

Arrests Stop Crimes

One outstanding result has been accomplished, however, almost a convicting result by Mooney's arrest. That fact is that from the day that Mooney was arrested until this writing, a matter of some three weeks, there has not been a single instance of violence in the carpenters' strike. That itself, is almost enough to convict Mooney and his gang in the court of public opinion no matter if he now resumes direction of a new crime campaign.

Mooney and Clifford may or may not be convicted. That will depend upon two things—how much more evidence the police may have in addition to that presented to the Grand Jury and the determination of the people of San Francisco to see to it that the case is competently prosecuted. The Industrial Association believes that Mooney and Clifford are guilty and it hopes that the police and the district attorney will be

able to present evidence to convict them. But there must be no witch burning in this case. The defendants are entitled to the protection of the laws which they have violated and of the government which they have outraged. Rather that they should go unpunished than that they should be prosecuted. At the same time no political influence should be permitted to intervene in a fair trial and no tricks or devices of the clever criminal lawyers the carpenters' union has employed should be permitted to block justice. There will be some political funerals in San Francisco at the next election if the people of San Francisco are betrayed in this trial by negligence or indifference of the constituted authorities.

Labor is taking the prosecution of Mooney, Clifford and the other defendants quite seriously. The United Brotherhood of Carpenters and Frank McDonauld, president of the State Building Trades Council, realize acutely the import of this trial. Already they have adopted the time-trite tricks of clever police court lawyers to confuse public opinion.

Immediately following the arrest of Mooney and Clifford, the counsel for the defendants cried "frame-up," always the wail of those who know they are trapped in their crime. It is the strategy of modern criminal defense to attack when there is no defense. Then followed the charge of police brutality and forced confessions, alleged affidavits by Pesce and Madsen that the police had beaten them in order to obtain the statements they had made involving Mooney, Clifford and the other defendants in the Campbell murder. The police brutality plea is one of the first lessons the young lawyer learns in police courts, the trick of capitalizing the common belief that policemen are monsters who third-degree everyone who falls into their hands, and the understanding of the value of thus prejudicing public opinion before the trial. Of course, to do this they had to get Pesce and Madsen out of the city jail, away from the influence of the police. So with the consent of the district attorney's office the defendants were all



transferred to the county jail where they were free to repudiate their voluntary confessions to the police, their sworn testimony before the Grand Jury and, succumbing to the temptations of reward and protection by the union, to make false affidavits of police brutality.

Captain Duncan Matheson in whose office Pesce and Madsen made their confessions not only denied police brutality as did Sergeant Hyland and other officers who arrested the murder defendants, but stated flatly that he would file charges of perjury the minute that these false affidavits were presented to the court. Captain Matheson ended the controversy which began when the counsel for the defense furnished the newspapers with the false affidavits of alleged police brutality by saying, "I am through talking to murderers, lawyers and crooks."

As a matter of fact there was no brutality or no duress employed by the police in obtaining the confessions of Madsen and Pesce or the confessions of Jack Kilrain and George Fredmin who were first arrested and who signed statements to the police involving Mooney, Clifford and others in an attack upon Robert Lee Allen and George Wood on the same day that Campbell was murdered. It was on the evidence supplied by Kilrain and Fredmin, confessed members of the carpenters' wrecking crew that Mooney, Clifford and the other murder defendants were first taken into custody on October 25 on charges of assault with intent to commit murder. The police did not file murder charges until after Police Judge Jacks saw fit to release the defendants on \$3,000 bail. Then on the evidence furnished by Pesce and Madsen, who had been arrested in the meantime, they rearrested Mooney, Clifford and the other murder defendants charging them with murder.

Immediately attorneys for the union sought again to obtain bail under threat of habeas corpus proceedings in order if possible to draw from the police the evidence they had against the prisoners. Judge Lazarus properly refused to grant

bail, telling counsel for the union frankly that he believed the police had sufficient evidence to justify holding the men until the case could be presented to the Grand Jury. He therefore continued application for bail until the Grand Jury could hear the testimony of Pesce, Madsen, Fredmin and thirteen other witnesses, including some of the wrecking crews' victims. The Grand Jury action was comparatively brief. After some four hours of testimony by Pesce, Madsen, Kilrain and Fredmin, whose car was used in the attack upon Allen and Wood, and after the Jury had heard the story of these two men who were beaten, they promptly indicted the defendants without a dissenting vote.

As each of the defendants took the witness stand before the grand jury they were warned repeatedly by Deputy District Attorney Joseph O'Connor that anything they said might be used against them; that they could refuse to answer any or all questions. To these explicit instructions and warnings each of them replied that he wanted to testify and that his testimony was wholly voluntary. Moreover throughout the hearing O'Connor and individual grand jurors repeatedly warned the men not to testify to anything of which they were not certain. Although Pesce, Madsen and Fredmin, as soon as Mooney's attorneys were able to get to them, swore to affidavits that the police clubbed and kicked them to obtain their original confessions, none of them showed any marks of such treatment when they appeared before the grand jury. This is significant as it would have been impossible for them to have been beaten as they charged without some resulting marks showing when they appeared before the jury a matter of forty-eight hours after the alleged police attacks. Newspapermen who were compelled by the "run of the news" to handle the affidavits charging brutality saw the defendants before they appeared before the Grand Jury and knew of their own knowledge that the men showed no evidences of the alleged beatings.



The AMERICAN PLAN

The "police brutality" affidavits should have no weight in court. If these defendants had been beaten into their confessions, they had full opportunity to change their testimony before the Grand Jury and to make their charges to that body. Instead they verified their police statements under oath voluntarily and in even greater detail. It is probable that clamorous counsel for the defense will not dare to offer the affidavits in the face of Captain Matheson's determination to file perjury charges. The affidavits were made for public consumption.

They All Knew Mooney

All of the defendant witnesses testified they knew Mooney and Clifford, that Mooney used to address the wrecking crew numbering about 70 frequently, that these crews met daily, that the members of it were identified by numbered metal tags which admitted them to the secret meetings and which they had to present to obtain their crime wages of \$3.50 per day from Clifford who acted as paymaster. Clarence (Dutch) Walton, fugitive from a murder indictment, was the straw boss in charge of the gangsters under Mooney's and Clifford's direction.

On the morning of October 21, the witnesses testified, just a few hours before the murder attack was made upon Campbell and prior to the assault upon Robert Lee Allen and George Wood, Mooney exhorted the wrecking crew to "put somebody in the hospital," to "go out and do their stuff," to "go out and get someone, etc.," that they would get no money unless they did and if they "opened their heads about it they would get that—you know what that means." The witnesses said they interpreted these exhortations as orders to beat up union men and they described their participations in the attacks on Allen and Campbell in detail.

It was the same old story, resembling in its details scores of other attacks per-

petrated during the past seven months upon scores of American Plan carpenters, the morning assembly of the thugs, the start from headquarters of loaded automobiles for the attack, their arrival at the scene of the crime, the rush upon their unwarned and unarmed victims and the flight back to headquarters. A sickening story of organized, cowardly, brutal crime, of ten and twelve husky young gangsters swooping down upon unprotected old men and clubbing and beating them into unconsciousness. No wonder the Grand Jury after listening to the nauseating details voted indictments without a dissenting voice.

One of the most important pieces of testimony was that given by George Wood, Jr., who testified that less than three hours before the attack upon his father and Robert Lee Allen, Mooney visited their job at 279 Downey Street and warned him "you know, it has not been healthy around here since this strike started and it will not be healthy for you fellows much longer." Mooney gave Wood the card of Business Agent McKnight of the carpenters' union, he said.

George Wood, Sr., who was badly beaten and whose identification of Fredmin as one of his assailants started the police clean-up of Mooney and his gang, identified Clifford also as one of the men who visited the job prior to the attack. The testimony of father and son would indicate that Mooney, Clifford and McKnight looked over the job at nine o'clock in the morning, returned directly to headquarters where Mooney made his "put 'em in the hospital" speech and that the wrecking crew returned shortly after eleven o'clock to beat Allen and Wood, Sr., with hammers and clubs. The testimony of the Woods, father and son, is corroborating evidence to that of the confessed accomplices in the other charges of assault to commit murder also pending against all of the murder defendants.

The AMERICAN PLAN



Contractors Win Strike Injunction

In one of the most sweeping injunctions in the history of San Francisco industrial relations, Superior Judge Walter E. Herzinger has issued an order restraining the officers of the United Brotherhood of Carpenters and Joiners of America of Indianapolis, Indiana, the officials of the Bay District Council of Carpenters and the officers and business agents of local unions from interfering in any way with the construction of buildings under the American Plan in this city. After two months of review of the evidence presented by counsels of the plaintiff contractors and by the defendant attorneys, the court without comment granted the injunctive prayer of the plaintiffs in full and in detail.

The order enjoining the officers, agents and members of the carpenters' union from even implied or threatened strike violence is tantamount to a conviction in the mind of the court that the evidence presented during the three weeks which the hearing consumed, showed clearly the responsibility of the union officers for the organized campaign of strike violence which opened on April 1 and continued up to the last week of October in which more than 300 men were assaulted, including the murder of the aged carpenter, M. I. Campbell.

While the Bay District Council of Carpenters have been resorting to paid advertising to confuse the public mind in regard to the strike issues and strike violence and while their agents have been running helter skelter from pillar to post, even to the American Legion, berating the Industrial Association, they have said nothing about the decision of this official tribunal which after an impartial hearing of all the evidence the carpenters' union presented, found them in fact guilty of conspiracies against law and order in San Francisco. They had their day in court, their weeks in fact. They presented their witnesses whom the court

heard patiently and impartially. And they lost. They lost even despite the fact that the contractors bringing the injunction suit did not present a tithe of the evidence of the outrages committed by the carpenters' union against law and order in San Francisco during these strike months.

The injunction granted by the court was based of necessity on the showing made by the plaintiffs and their witnesses, based on a record of fact and sworn testimony, not upon newspaper charges. The officers, agents and members the carpenters' union were before a tribunal constituted by the people of the state of California entirely disinterested in the causes of the strike and insistent from the beginning that not only a cause but a necessity must be shown by the plaintiffs before an injunction should issue. Indeed the defense had its day in court, its weeks and its months. It had the last word as a matter of fact. In addition to that it had its best legal counsel to present its case.

Mooney, Clifford, McLean, Gallaway, Rickets, all of whom were given their chance to tell their story in full and in detail. It didn't hold water. By issuing the injunction against them, the court after a full review of the evidence found them guilty of the violence of which the plaintiffs complained.

They now have to face the possibility of contempt of court if they are caught in further violence activities. The injunction has been served on 26 of them and service will continue. It has been posted on all American Plan jobs and every effort will be made to enforce its terms.

Frank McDonald, president of the State Building Trades Council, is quoted in a recent statement to one of the carpenters' unions as saying:

"Don't worry about this injunction. It doesn't mean anything. If you are arrested for violating it you will only be



The AMERICAN PLAN

fined \$50 for contempt of court which we will pay." That is Labor's secret answer to the regular processes of our courts of equity while they mouth righteous platitudes in paid advertisements and in the labor press. Frank McDonald will be served with one of the injunctions himself. Perhaps he will be willing to follow his own advice. If he does he will find himself before the Superior Court in a position to discover personally how much the injunction is worth.

The text of the injunction order as issued by Judge Herzinger indicates the charges which the plaintiff contractors proved in the suit. Directed to The United Brotherhood of Carpenters and Joiners of America; Bay Counties District Council of Carpenters and Joiners of America; Local Union No. 22 of The United Brotherhood of Carpenters and Joiners of America; Local Union No. 304 of The United Brotherhood of Carpenters and Joiners of America; Local Union No. 483 of The United Brotherhood of Carpenters and Joiners of America; Local Union No. 2164 of The United Brotherhood of Carpenters and Joiners of America; William L. Hutcheson; William Cole; F. P. Nicholas; N. H. McLean; Robert Cairns; Martin L. Bavage; Alfred J. Gallaway; Archie Mooney; Paul Clifford; Everett Hale; James E. Rickets; W. E. Sherwood; Fred H. Fewster; F. E. Lawson; Frank C. Evans; D. H. Ryan; George Cook; Benjamin Maley, and 43 John Does the order reads:

Text of the Injunction

Each of you, and your servants, agents, attorneys, employees and all persons acting under the control, authority or direction of you, or either of you, are hereby directed and commanded to refrain and desist during the pendency of this action from directly or indirectly, or by any means or method, doing or attempting to do any of the following described acts, with the intent or purpose of intimidating the employees of the plaintiffs, or any of them, so as to prevent such employees from continuing in said employment, or

with the intent or purpose of interfering with or preventing the continuance in business of the plaintiffs, or any of them, or of injuring or destroying the contracting and building business of the plaintiffs, or any of them, to-wit: assaulting, attacking, beating, maiming or wounding the employees of the plaintiffs, or any of them; or seizing or taking from the persons of such employees any tools or other property; or applying vile names, words of ridicule or contempt, or words calculated to excite fear to any employee of the plaintiffs, or any of them; threatening the employees of the plaintiffs, or any of them, with bodily harm or otherwise threatening such employees; or from driving the employees of the plaintiffs, or any of them, from the buildings being constructed by the plaintiffs, or any of them, or from preventing such employees from working thereon, or from pursuing or beating such employees while on their way to or from work, or from enticing away such employees from the service of the plaintiffs, or any of them, by other than peaceful and lawful means, and from interfering or attempting to interfere in any manner with the free use, occupation and enjoyment by the plaintiffs of any of their property or premises of any kind or nature, or hindering or obstructing or attempting to hinder or obstruct in any manner the business of the plaintiffs, or any of them, or molesting or interfering with or intimidating or harassing any employee of the plaintiffs, or any of them, or any person who seeks to enter the employment of the plaintiffs, or using any force or violence of any kind or nature, or threatening or attempting to use such force or violence against any employee of the plaintiffs, or any of them, with a design to intimidate or coerce them so as to prevent them from remaining such employees.

The secret purpose of unintelligent organization labor leaders is to force all workmen into the ranks of their unions and to force all employers out of business who do not conform to union rules.



Will A. F. of L. Investigate?

In a recent article published and copyrighted in the Industrial Digest, Matthew Woll, vice-president of the American Federation of Labor, protesting against the strike method in settling industrial disputes, says:

"There is no reason why strikes which are largely supported by organized labor generally but are conducted by and in the interests of a specific trade union should not be more carefully reviewed by the American Federation of Labor in behalf of those organizations who have or who may contribute financially to its conduct and indirectly become responsible for its ultimate consequences * * * *. Labor should rid itself of all destructionists and self seekers.

"It is a sad commentary that today a strong suspicion prevails in some quarters that a small but well organized minority is banded together solely for the exploiting of the funds of the legitimate and well established trade unions, a minority hopeful of gaining sufficient control of the trade union organizations to use them effectively for revolutionary political purposes, if not to sell them to employers for preferential advantages that may accrue by labor manipulation." Vice-president Woll pointed out that "strikes at best are dangerous weapons, proving at times costly and wasteful and leaving a trail of suffering, bitterness and hatred. Present day intelligent and constructive leadership in organized labor seeks for laurels in the conference board instead of rushing workers onto the field of industrial warfare," he said.

Vice-president Woll's article, which gained wide newspaper circulation throughout the United States is a pronouncement which augurs well for the future of organized labor and of industry itself if the more intelligent leaders in the labor movement can crystallize it into practice. At the present time it doesn't

mean much in San Francisco. The United Brotherhood of Carpenters and Joiners of America is the second largest craft union in the American Federation of Labor. For the past seven months with its general president, William L. Hutcheson, in charge the brotherhood through its local representatives and the officials of its subsidiary councils and unions in San Francisco has waged a bloody warfare against the industrial life of San Francisco and the civic rights of our citizens, has spent hundreds of thousands of dollars in brutal warfare which has claimed 300 victims.

If the article by Vice-president Woll reflects the policy of the American Federation of Labor it is high time that the executive council of the federation instituted an investigation into the activities of carpenters' unions here. Since last April they have constantly violated the principles laid down by Mr. Woll and the principles of constitutional government in their mad effort to seize power and dictate industrially and politically.

CLOSED SHOP

According to a Chicago dispatch quoted by the bulletin of the Minneapolis Citizens' Alliance the arrival of the United States Marine Band, widely known as the "President's Own," for a two days' series of concerts in the city of wind and crime was met with the following orders from the Musicians' Union of Chicago:

That the United States Marine Band must not appear in public on foot in uniform except at specified concerts.

That these concerts must be held indoors.

That not more than two members of the band could appear together in a vehicle.

That is the closed shop in Chicago, in San Francisco or any place where it is permitted to operate.



The AMERICAN PLAN

THE GUNMEN MISS

Molder gunmen nearly "got" another American Plan molder foreman on October 29. Fred Deardruff, acting foreman for M. Greenberg Sons, San Francisco brass founders located at 765 Folsom Street, was fired upon near the corner of Dwight Way and Ellsworth Street in Berkeley as he was on his way home from work. The gunmen as usual swung around the corner, this time in a large closed car, poked a sawed off shotgun through an open window and fired at Deardruff. The speed of the car caused them to miss their aim this time, or perhaps it was a new gunman whose eye needs a bit more practice. Anyway the blast missed Deardruff's legs and the gunmen whirled around the next corner and were gone.

Newspapers quoted the police as saying:

"We believe the attack was made by the same gang that on the night of October 11 shot and dangerously wounded Fred DeBold, the regular foreman at the Greenberg plant and whose place Deardruff was taking."

About six men in San Francisco know who the molder gunmen are. But the authorities seem unable to catch these six men in their murderous acts although they know their names and initials, their places of residence, their businesses and all about them. At least they know three of the men who are responsible for the shooting down of more than a score of American Plan molders in the past four years, including the murder of two victims and the crippling of three others.

SMALLER BOARD OF DIRECTORS VOTED

In order to expedite Association business, by almost a unanimous vote, the membership has amended the constitution of the Industrial Association reducing the Board of Directors from 30 to 15 members. The By-Laws have also been amended to provide for weekly meetings of the board instead of monthly. The officers in the future will consist of a president, vice-president, secretary and treasurer.

BUILDING PERMITS INCREASED

As the months roll by with building permit figures constantly swelling upward, San Francisco is beginning to realize that the Industrial Association has done its job in keeping the city's building program advancing, in the face of the attack made upon it during the past seven months by the United Brotherhood of Carpenters and Joiners of America. According to figures compiled by Chief Building Inspector Horgan, total building permits for the first 10 months of 1926 are \$6,000,000 in excess of the first 10 months of 1925, although seven of the last 10 months have been strike months during which union carpenters have been dragged from jobs where non-union men were employed, by orders of the officers of the Bay District Council of Carpenters or sometimes by hired wrecking crews of Carpenters' Locals Nos. 22 and 433.

Permits for the month of October amounted to \$5,649,690, an increase of 30 per cent over the value of permits issued during October 1925. The total permits issued from January 1, 1926 to October 31, 1926 amounted to \$49,593,398, a gain of 13.5 per cent over the \$43,670,035 issued for the first 10 months of 1925.

COL. JOHNSON APPOINTED

Colonel Samuel I. Johnson has been appointed director of the Bureau of Information of the Industrial Association. Colonel Johnson, who has been acting prohibition administrator for northern California and Nevada for several months has already taken up his new duties with the Association.

The new director of the Information Bureau made a notable record for himself as an executive of exceptional qualities when he was in the army during the war. Part of his war service was in Russia with the Allied Intelligence Service. He came to San Francisco with the Federal Prohibition Enforcement Service at the instance of Colonel Ned M. Green, former prohibition administrator for this district. Colonel Johnson is eminently fitted for his new task with the Association.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. V

NO. 4



DECEMBER
1926



Wage Board Awards
Increases

Strike Negotiations
Opened

Coast Founders Organize

Building Permits Over
\$50,000,000

New York's Locked Shop

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

Association Supports Wage Increases

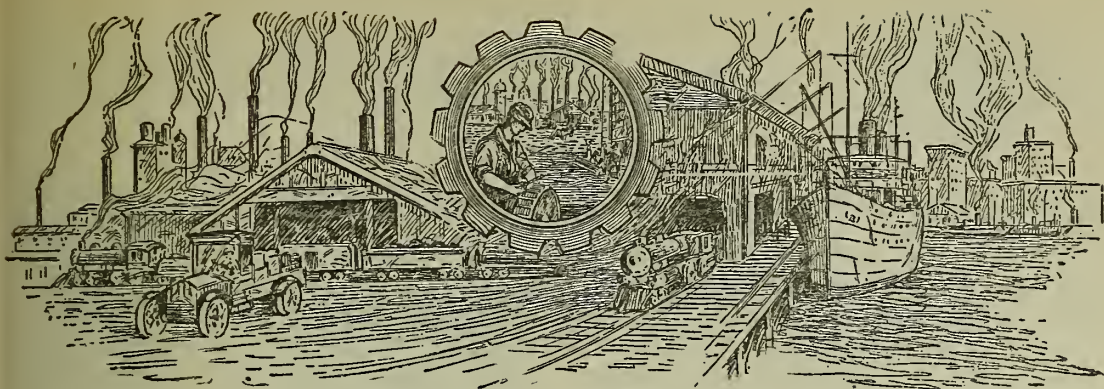
Immediately upon publication of the report and award of the Impartial Wage Board the Industrial Association issued the following statement:

"After a careful survey of wages, hours and working conditions in the San Francisco building trades, as indicated by its report, the Impartial Wage Board has awarded wage increases for 1927 in 43 building trades crafts. In keeping with its pledge to labor, employers and the public when the Wage Board was set up, the Industrial Association of San Francisco now urges the adoption of the new wage schedule and feels that the members of the Wage Board who carried through at best a thankless task under extraordinarily trying conditions are entitled to the appreciation and commendation of the entire community.

"The decision of the Board is prima facie evidence itself of the validity, equity and justice of this impartial method of setting wage schedules in an industry so vital to San Francisco's progress and prosperity. In the space of a month the Wage Board has accomplished without disturbance of industrial conditions, greater results than used to be accomplished after months of bitter controversial bargaining, industrial warfare and subsequent heavy losses to labor, capital and the public.

"The decision of the Impartial Wage Board which the Industrial Association will back with all its resources means that the majority of the building trades mechanics in San Francisco will be as well paid if not better compensated than similar mechanics in any other city in America in yearly return for their labor. Moreover the schedule promulgated by the Wage Board for the coming year is the best answer to the frequent and widespread charges of some labor leaders that the Industrial Association through the American Plan has been trying to exploit labor and deprive it of its just rewards. But the bigger meaning of the award is that San Francisco has proved the value of that new unionism of labor, capital and the public under which we have made such tremendous progress since the Industrial Association in 1921 became the voice of the public in industrial affairs in San Francisco."





Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco
Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

43 Crafts Win Wage Increases

San Francisco's Impartial Wage Board has raised minimum wage levels for 1927 in 43 out of 59 building trades crafts. The increases for mechanics average from 50 cents a day to a dollar. It is estimated that under the new schedule mechanics in 15 of the major building trades crafts will net approximately \$500 more a year than the average annual return in the same crafts in Boston, Chicago, Detroit, St. Louis and Minneapolis. The average annual return in the major building trades crafts for these cities as a group is approximately \$1,872, while the average annual return to mechanics in San Francisco in these crafts under the new schedule will be about \$2,426, an estimated difference of \$548.

The decision of the board came after a month of public hearings and investigations of wages, hours and working conditions in San Francisco's building trades, and immediately upon publication of the award the Industrial Association issued a press statement announcing that in keeping with its pledge when the Wage Board was set up, it would support the decision of the board. The reply, however, of the San Francisco Building Trades Council, through President James B. Gallagher, was that while the organized building trades have no fault to find with pay raises, the officers of the Building Trades Council

would not recognize the Impartial Wage Board. "The decision will not alter our determination to fight for collective bargaining until we get it," President Gallagher was quoted in a press statement.

PROTEST

But San Francisco is well aware that President Gallagher's statement does not represent the attitude of the union men of San Francisco who cannot be other than satisfied not only with the wages granted by the board but by the utter fairness and impartiality with which the board went about its task. This impartiality is perhaps best shown by the fact that the board did not permit itself to be prejudiced by an attack made upon it and particularly upon its chairman, Archbishop Hanna, by officers of the State Building Trades Council at the first meeting of the board. Hardly had the members of the board taken their seats and before they had even a chance to announce the opening of the first hearing, these union officers leaped to their feet and began reading a document protesting the "moral and legal" right of Archbishop Hanna to sit on the board and refusing to permit any of the building trades unions to appear before the board. On the other hand the board carried through its task against the opposition of some of the employers in the



The AMERICAN PLAN

building trades with the same calm, dignified determination with which it met the protests of Frank McDonald, President of the State Building Trades Council, and other union officers.

BEST ANSWER

The decision and schedule handed down by the Impartial Wage Board is the best answer to hysterical and hectic charges so frequently broadcast during the past ten months that the Industrial Association of San Francisco was organized to destroy union labor and to deprive the man who labors with his hands in San Francisco of the just rewards of his toil. Acts speak and the Industrial Association, carrying out its pledge made in 1921 to lend its machinery to the creation of an Impartial Wage Board to adjust wages equitably from time to time in the building trades, has spoken.

There are probably many members of the Industrial Association who do not agree with the schedules promulgated by this Impartial Wage Board. Yet the Industrial Association will support the decision of the board to the limit of its resources.

FREEDOM

The Impartial Wage Board idea is the heart of San Francisco's industrial freedom. It is a peculiarly San Francisco institution, characteristic of the city's penchant for fair play. It is being fought by the officers of some of San Francisco's labor unions because it cannot be controlled, because it leaves in the hands of the public the question of a square deal to labor and capital in San Francisco rather than either to labor or capital individually or in conspiracy. Union labor chiefs who are prone to malign the Impartial Wage Board and its decisions might well feel their way cautiously if they want to avoid the wrath of public opinion, and the rank and file of union building trades mechanics with whom neither the Industrial Association nor the public of San Francisco has any quarrel might well protect their own interests by instructing their officers not to misrepresent them to the public mind.

The reaction of the public to the de-

cision of the Impartial Wage Board has been that the board has completed a difficult task and that it has rendered on the whole an eminently fair decision. Moreover, the decision has operated to strengthen the fast-growing public conviction that the Industrial Association is responsible chiefly for San Francisco's present prosperity and progress and that through the activities of the Association union men in San Francisco are better off today than they have ever been while employers have been forced into real competition and a subsequent lowered production cost in behalf of the public purse.

FOR MEN

One of the interesting aspects of the series of hearings held by the Wage Board was the appearance of employing contractors who in several instances requested the board to increase wages in certain crafts. In addition to employer representation and despite the refusal of the officers of the Building Trades Council to permit their members to be represented, the hearings of the board held in the City Hall were well attended by large groups of working mechanics, many of whom sacrificed hours from their jobs in order to be present and offer their views to the board. In fact, at one of the hearings it was impossible to accommodate the throng of men who gathered to listen to the proceedings and to present their viewpoints. The hearings were such a success that "Organized Labor," official organ of the San Francisco and State Building Trades Councils, was moved to devote two columns of falsely critical descriptive attack, describing the hearings as a "farce in three acts playing to a vacant house." After stating that "very few contractors witnessed the farce," "Organized Labor" went on to note the employers who appeared before the board requesting increases for various crafts. These included painters, carpenters, electricians, steel erectors, mill owners, cabinet makers and general contractors.

DENIAL

Typical of the attitude not only of the majority of American Plan mechanics but

The AMERICAN PLAN

of large numbers of union men was the communication sent to the board by the American Plan Plumbers and Steam Fitters Mutual Benefit Association in reply to a published attack upon the board by officers of the San Francisco and State Building Trades Council. This letter from the American Plan Plumbers and Steam Fitters read in part as follows:

"As representative employes in the building trades of San Francisco, the American Plan Plumbers and Steam Fitters Mutual Benefit Association takes exception to most of the assertions made over the signatures of several trades unions in regard to the Wage Board. * * * The majority of so-called non-union craftsmen in San Francisco are all journeymen who at one time were members of the several unions and are out of it today because they were forced to submit to rulings and edicts that were grossly un-American. When the time came the right-thinking ones withdrew and they were glad of a chance to get away from the old conditions and enjoy a little peace and harmony where the will of the majority prevailed and all things are settled by free argument and discussion. * * * As an illustration, many of our organization came here with bona fide membership cards in the union and upon presentation were told to leave town as there was no work here for them, when, as a matter of fact, employers were asking for plumbers.

"We feel that wages in San Francisco are below what they should be but our sentiment is that your honorable body will adjust them satisfactorily to all who are unbiased and not actuated by mercenary motives. We also believe that the majority of employers and employes will be satisfied with your decision and will be willing to abide by it."

PUBLIC FIRST

The Wage Board opened its sessions on November 17 after a published press statement in which it said:

"The Impartial Wage Board will go into the hearings to fix a wage scale for

the building trade industries completely convinced that the public interest is its paramount consideration.

"The board is concerned only with fixing a scale of wages for the building crafts for the calendar year. In doing so it is following strictly the procedure of its two predecessors and is taking up the task given to it by the last wage board, which was under the same chairmanship as the present board. That task does not involve any inquiry into the existing controversy in the carpenters' craft, which is only one of the many trades engaged in the building industry. The board cannot and will not enter into the issues involved in the carpenters' dispute, and will deal with that craft, as with the others involved, for the sole purpose of finding and declaring a proper wage. The interest of the public is paramount to that of any other factor concerned with our building industry. In the long run this public interest must and will be served. At the present moment an impartial wage board made up of disinterested citizens is the logical and proper agency to serve the public interest and as such it has the right to expect the utmost support from every citizen of San Francisco. If it does not get this support the task which it has undertaken will be greatly impeded, to the detriment of the prosperity and well-being of San Francisco.

"Knowing this, the Impartial Wage Board is willing to exert its utmost efforts to represent fully the public interest as involved in fixing a fair scale of wages for the building trades industry, and it trusts that the personnel of the board will convince the people of San Francisco of its fairness and impartiality."

DEFIANCE

In replying to this announcement were two letters, one signed by Thomas Doyle, Secretary of the Building Trades Council of San Francisco, addressed to Archbishop Hanna, in which Doyle said in part:

"Although we had hoped that you would not serve as chairman of the so-



The AMERICAN PLAN

called Impartial Wage Board, which purports to set wages in the building trades of San Francisco, the morning papers inform us that you will preside over the hearings of said board on Wednesday of this week.

"This is to inform you that the Building Trades Council of San Francisco has, by unanimous vote of its delegates, representing all of the building trades unions of San Francisco, strongly advised its unions not to appear before your board. We have been advised that it has been decided by all of the affiliated building trades unions that no representative or member of any building trades union will be authorized to appear before your board.

"We feel very strongly upon this subject because the very principle of collective bargaining is at stake. The aim and object of the Industrial Association in creating a wage board was to use it as a makeshift or substitute for collective bargaining for the building trades of San Francisco. If, through the assistance of your board, this scheme can be forced upon the building trades union workmen, then a similar process can be arranged for all other trades and there will be no further need for the existence of labor organizations."

The second letter was signed by Norman H. McLean, Secretary of the Bay Counties District Council of Carpenters, and likewise addressed to Archbishop Hanna. It was in substance a replica of the letter signed by Secretary Doyle.

When the board opened its sessions on the afternoon of November 17 in the court room of Judge Frank H. Dunne in the City Hall, Secretary Doyle accompanied by President Frank McDonald of the Building Trades Council, read the following statement to the board:

As representatives of the undersigned international unions acting for and in behalf of the building trades workmen affiliated with our unions in San Francisco and vicinity, we respectfully protest against the so-called Impartial Wage Board announcing a wage scale, which the Industrial Associa-

tion of San Francisco will thereafter try to force upon the workmen and contractors of San Francisco by such means as withholding building materials from contractors in order to compel them and their employes to submit to the Industrial Association's dictates. This scheme strikes at the very life of trades unionism by attempting to abrogate the lawful right of union men to bargain collectively with their employers.

You were yesterday publicly notified by building trades contractors that the wage scale which was promulgated by your Board and has heretofore been forced upon the building trades workmen, was too low. You were publicly notified yesterday at your meeting, by a leading painting contractor, that the wage of journeymen painters was too low, and that the wage should have been increased a dollar a day a year ago; but that painting contractors did not pay more than the wage, because they were forced to pay the wage that you promulgated.

Such a condition is not only un-American but outrageous. It is in direct conflict with the recommendations of the various church federations, and in our opinion is diametrically opposed to the lasting principle enunciated by Pope Leo XIII in his encyclical letter wherein he says:

"Let it be granted, then, that, as a rule, workman and employer should make free agreements, and in particular should freely agree as to wages; nevertheless, there is a dictate of nature more imperious and more ancient than any bargain between man and man, that the remuneration must be enough to support the wage earner in reasonable and frugal comfort. If, therefore, through necessity, or fear of a worse evil, the workman accepts harder conditions because an employer or a contractor will give him no better, he is the victim of force and injustice."

The wage scales in San Francisco are generally from \$1.00 to \$3.00 a day less than the wage scale that is being paid to building trades mechanics for identical service in other cities throughout the United States. This low wage-scale condition has been brought about and forced upon building trades workmen by the Industrial Association through the instrumentality of the wage scale promulgated by your wage board.

Your board was elected by the Industrial Association without the knowledge, consent or approval of the working men who are directly affected by your wage decrees. Those building trades workmen that will be



affected by your wage decrees are not employes of the Industrial Association that selected and appointed the members of your board.

The United States Government has a department of conciliation which deals with the adjustment of wage questions, but in no case does the Government of the United States dare to assume the right or authority to set wages for workmen employed by private contractors without the consent and authorization of the working men affected.

We submit that your board has no moral or legal right that is greater than the rights of the United States Government, and inasmuch as the wage scales promulgated by your board have been used as a medium of depriving working men of the wages that they were really entitled to, as was proven by the statement of contractors that appeared before you yesterday, we respectfully request that your board cease its interference with the constitutional right of the building trades workmen by attempting to be parties to a system that dictates their wages; and we further respectfully request that you notify the contractors that it is their lawful right and duty to meet and confer with their employes and agree with them as to the wages that they shall hereafter pay to them.

Respectfully submitted on behalf of the workmen affiliated with the building trades unions in San Francisco, and on behalf of their internationals by the undersigned representatives.

Those signing the protest were: Don Cameron and James A. Gray, United Brotherhood of Carpenters; M. J. McDonough, Plasterers and Cement Finishers; J. Earl Cook, Sheet Metal Workers; W. J. Burchell, Painters, Decorators and Paperhangers; Joseph Marshall, Hodcarriers, Building and Common Laborers; E. B. Fitzgerald, Journeymen Plumbers and Steam Fitters; George McTague, Bridge, Structural and Ornamental Iron Workers; E. K. Rhodes, Wood, Wire and Metal Workers; T. C. Vickers, Electrical Workers; Michael Casey, Teamsters and Chauffeurs; Victor Swanson, Steam Engineers; James Reid, Granite Cutters.

But the Board went on undeterred by these abortive attempts to destroy it and on December 9 handed down the following award and report.

(Continued to page 8)

New Directors Elected

Under previously ratified amendments to the constitution and by-laws to reduce the number of directors of the Industrial Association from 30 to 15, the following new Board of Directors of the Association to serve during 1927 was chosen at the regular annual meeting of the Association on Tuesday, December 14:

Wallace M. Alexander

J. B. Brady

Colbert Coldwell

Wigginton E. Creed

B. R. Funsten

H. Q. Hawes

S. S. Kauffman

George W. Kelham

Robert A. Kinzie

Frederick J. Koster

Samuel Lilienthal

E. C. Lipman

J. W. Mailliard, Jr.

Atholl McBean

Michel D. Weill

Production Determines Wages

According to the last United States census about 40 per cent of our population of 120,000,000, or 48,000,000 workers, are engaged in gainful occupations, exclusive of housewives. Of this 48,000,000, less than 4,000,000 are members of labor unions, or 9 per cent of the total army of the gainfully employed.

That disposes of the pap ladled about by some labor orators who would have America believe that union labor solely is responsible for the high-wage levels in America. The truth is, of course, that American genius for volume production and the willingness of American industrial executives to share the rewards of this volume production are responsible for our wage levels.



The AMERICAN PLAN

Strike Discussions Opened

Representatives of the building industry, of the building trades unions and officers and directors of the Industrial Association held a formal conference in the offices of the Industrial Association on Thursday, December 16, at the request of union representatives, to discuss conditions in the building trades. As a result of this general conference, a second meeting was held in the offices of the Industrial Association between selected committees of the building trades unions and the building trades employers on Wednesday, December 22, with officers and directors of the Industrial Association in attendance as representatives of the public.

Replying to a published letter signed by eleven vice-presidents of international building trades unions inviting a conference, the Industrial Association issued the following statement:

"In order to remove any lingering doubt from the minds of these representatives and for the information of the public, executives, officers and directors of the Industrial Association are ready and, in fact, always have been ready to meet the representatives of organized labor for the purpose of solving any misunderstandings which from time to time may occur. Many such meetings have been held in the past with the result that differences have been settled in a manner not only satisfactory to those directly concerned, but with due regard to public interest.

"Specifically, with reference to the present disturbance in the carpenters' craft, we will with pleasure meet with representatives of the building trades unions and discuss with them any problem that does not involve a sacrifice of the essential principles upon

which the community of San Francisco bases its faith in the Industrial Association of San Francisco."

Up to the Bulletin's press time, no results of the conference which followed publication of the Association's statement had been announced.

SUPREME COURT RULES STRIKE ILLEGAL

With Associate Justice Brandeis, noted liberal, concurring, the United States Supreme Court has upheld the anti-strike section of the Kansas Court of Industrial Relations Act in a decision affirming the illegality of the strike called by Kansas miners to collect back pay. "Neither the common law nor the 14th amendment confers the absolute right to strike," said Justice Brandeis.

The miners struck in the face of an injunction to enforce a wage payment to one of the union members. The Kansas State Supreme Court affirmed the conviction of one of the union officials by the Court of Industrial Relations and an appeal was taken to the United States Supreme Court.

"The right to carry on business—be the cause liberty or property—has value," Justice Brandeis said in the Federal Supreme Court ruling. "To interfere with this right without just cause is unlawful. A strike may be illegal because of its purpose however orderly the manner in which it is conducted. To enforce payment by strike is clearly coercion. The legislature of a State may make such action punishable criminally as extortion or otherwise and it may subject to punishment him who uses the power or influence incident to his office in a union to order a strike. Neither the common law nor the 14th amendment confers the absolute right to strike."



\$150,000 STRIKE BAIL

Following is a verbatim copy of an article which appeared last month in the New York "Sun." In this connection the New York "World" several years ago undertook a successful fight for high bail in the cases of known criminals arrested. Needless to say if the precedent established by New York judges and which was followed out by Judge Rosalsky in the case described in the New York "Sun" story had been followed by San Francisco courts during the past eight months, as repeatedly urged by the Industrial Association, the bloody chapter which the carpenters have contributed to the history of San Francisco would never have been written:

BAIL OF \$150,000 FIXED FOR STRIKER

Sam Schultze, one of the alleged "shock troops" of the striking cloak and suit workers, was held in \$150,000 bail on three assault charges by Judge Rosalsky in General Sessions today.

The high bail was set after Assistant District Attorney William R. Maloney told the court that since the strike started Schultze had been arrested seven times for assault and was out on bail awaiting trial on these other charges.

In today's case the strike leader, who is reputed to be the head of the strikers' entertainment committee, was accused of beating up Alfred Weinstein, Max Litinsky and Max Novitsky at Webster Hall, the strike headquarters, on October 21. James D. C. Murray, counsel for the accused, entered a plea of not guilty.

Hyman Bushel, the strikers' counsel, objected to Mr. Maloney's request for high bail, maintaining that the Manufacturers' Association is seeking to indict such men as Schultze so that a non-picketing injunction may be obtained from the Supreme Court.

This was hotly denied by William Klein, counsel for the association, who declared that Schultze was being used by the strikers to beat up and terrorize non-union men trying to earn an honest living.

Judge Rosalsky replied that the Constitution guarantees the right to earn a living to every man, and that actions such as those of which Schultze was accused violate the principles of Americanism. He then set bail at \$150,000 and directed that the defendant be brought to trial.

Support the American Plan

The American Plan means
industrial freedom

IN THE PESTHOUSE

It all started when Tom Begin, an American Plan upholsterer, sat too long upon top of one of two union men who tried to beat him up and whom the police arrested along with the two union strikers. When the case came up in Judge (Tar and Feather) Golden's court, on the very day when Golden was counting the votes that didn't stick with his aspirations to go to the superior bench, Attorney Stephen Duhring of the Industrial Association innocently asked for a transfer of the trial to Judge O'Brien's court. As it was the day after election, Judge Golden readily consented. And here's what happened:

"Not for me," O'Brien said when he returned from his vacation to find the complaint had been filed in his court, "Not for me under any conditions."

"You'll have to get another judge—not for me now," echoed Judge Golden when the case was brought back to him.

"I've had enough of these labor cases—let Golden take some of the fire; no more for me if I can help it," averred Judge Jacks when the button was dropped in front of his bench.

"No more new strike cases here—the judge has given me strict orders not to take any." This from the clerk of Judge Lazarus' court.

The button was getting heavy in the hand of the man who was carrying it. Back to Golden he went.

"I've told you twice that I don't want it," said Golden; "I won't take it." But he did, by giving orders to his clerk to file the button or to put the case on the calendar in a couple of weeks.

Yes, the story is true. Justice—she has scarlet measles, smallpox with union complications in San Francisco.

Collective bargaining is "controversial" bargaining.

The closed shop is the locked shop.

Collective bargaining and arbitration failed in San Francisco industrial relations. The Impartial Wage Board succeeds.



The AMERICAN PLAN

Wage Board Report and Award

The Impartial Wage Board for the San Francisco building industry submits herewith the attached schedule of wages to become operative for the calendar year 1927.

The Board has arrived at its decision after listening to the views of numerous employers and employees presented in public hearings, and it has given careful thought to the written data submitted by various groups. The Board has also, on its own initiative, collected such other available data as seemed to it to have a bearing on the question of building wages in San Francisco.

The effect of the changes made in the existing scale will be to place the wages of building workers in San Francisco in a more favorable relation to the wages paid in other cities than they are at present, and it is believed that in general these changes will be beneficial alike to the employees, to the employers, and to the business community.

The Board has been pleased to find that for many of the crafts covered by the decision, the employers and employees are in agreement concerning the desirability of some increase in the existing scale and this feeling appears to be shared by many informed and thoughtful citizens who are interested in the building industry. In the cases in which there is disagreement between the employers and employees, or in which no representations have been made to the Board, the changes made are believed to be in line with the rest of the new scale and therefore necessary and desirable. In many of the crafts covered by the scale there is a considerable range of skill and efficiency as between different workers in the craft. In such cases employers are not estopped from paying specially skilled or efficient workers a wage higher than the scale, as the character of the work or the efficiency of the individual worker may justify.

The wage scale here laid down shall go into effect on the first day of January, 1927, and shall remain in force for one year and thereafter until occasion arises for its revision.

Signed: EDWARD J. HANNA
SELAH CHAMBERLAIN
M. C. SLOSS

Dated: December 9, 1926.

CRAFT	NEW SCALE OF WAGES		INCREASES	
	Effective January 1, 1927		Over Existing Scale of Wages	
	Mechanics	Helpers	Mechanics	Helpers
Asbestos Workers.....	\$ 7.50		\$.50	
Bricklayers	11.00		1.00	
Bricklayers' Hodcarriers	7.00		.50	
Cabinet Workers (Shop).....	8.00		1.00	
Cabinet Workers (Outside).....	9.00		1.00	
Carpenters	9.00	\$6.50	1.00	\$.50
Cement Finishers	9.00		.50	
Electrical Workers	9.00	6.50	1.00	.50
Electrical Fixture Hangers.....	8.00		1.00	
Elevator Constructors	10.00	7.00	1.35	1.00
Engineers, Stationary.....	8.00		1.00	
Engineers, Trav. Cranes	8.00		.50	
Engineers, on Derricks	8.50		.50	
Glass Workers.....	8.00		
Hardwood Floormen.....	9.00		
Housemovers	8.00		
Housesmiths, Arch. Iron.....	9.00		2.00	

The AMERICAN PLAN



CRAFT	NEW SCALE OF WAGES Effective January 1, 1927		INCREASES Over Existing Scale of Wages	
	Mechanics	Helpers	Mechanics	Helpers
Housesmiths, Reinf. Concrete	9.00	6.50	1.00	.50
Iron Workers (Bridge and Structural)				
including Engineers	11.00		1.00	
Laborers, Common (6-day wk.)	5.00		.50	
Laborers, Building	5.50		.50	
Lathers	8.50		.50	
Marble Setters	9.50	6.00	.50	.50
Marble Cutters and Copers	8.00		1.00	
Marble Bed Rubbers	7.50		1.00	
Marble Polishers and Finishers	7.00		1.00	
Millmen, Planing Mill Dept.	7.50		.50	
Millmen, Sash and Door	6.50		.50	
Millwrights	8.00		-----	
Model Makers	9.00		-----	
Model Casters	7.50		-----	
Mosaic and Terrazzo Workers	8.00	5.75	.50	.25
Painters	9.00	6.50	1.00	.50
Painters, Varnishers and Polishers				
(Shop)	8.00		1.00	
Do. (Outside)	9.00		1.00	
Pile Drivers and Wharf Builders (in-				
cluding Engineers	9.00		1.00	
Plasterers	11.00		1.00	
Plasterers' Hodcarriers	7.50		.50	
Plumbers	9.50		.50	
Rodmen	9.00		1.00	
Roofers, Composition	8.00		-----	
Sheet Metal Workers	9.00	6.50	.50	.50
Sprinkler Fitters	8.00		.80	
Steam Fitters	9.50		.50	
Stair Builders	9.00		1.00	
Stone Cutters, Soft and Granite	8.50		.50	
Stone Setters, Do.	9.00		.50	
Stone Carvers	8.50		.50	
Stone Derrickmen	9.00		1.00	
Tile Setters	10.00	6.00	1.00	.50
Auto Truck Drivers				
Less than 2500 lbs.	5.50		-----	
Auto Truck Drivers				
2500 lbs. to 4500 lbs.	6.00		-----	
Auto Truck Drivers				
4500 lbs. to 6500 lbs.	6.50		-----	
Auto Truck Drivers				
6500 lbs. and over	7.00		-----	
General Teamsters, 1 Horse	5.50		-----	
General Teamsters, 2 Horse	6.00		-----	
General Teamsters, 4 Horse	6.50		-----	
Plow Teamsters, 4 Horse	6.50		-----	
Scraper Teamsters, 2 and 4 Horse	6.00		-----	

(Continued on bottom of page 10)



The AMERICAN PLAN

American Plan Founders Organize

In January, 1923, the American Plan basis of employment was introduced into the foundry industry of the San Francisco Bay district. As the year 1926 draws to a close, it is well to pause a moment and analyze briefly the results which have accrued, particularly to the casting user in the establishment of the American Plan in the foundry industry in this district; what steps have been taken, what is being done at the present time and what it is proposed to do in the future to maintain successfully this eminently equitable and sensible basis of employment.

Prior to the establishment of the American Plan the foundry industry was dominated to such an extent by the molders' union that shops in San Francisco and the Bay district found it impossible to compete with foundries in the East where the open shop has been for so many years successfully maintained by the National Founders Association, with the result that local firms requiring casting work found it more economical to order their castings in the East and pay the freight rather than have the work done locally, where it logically belonged. Restricted output was the order of the day, modern labor-saving devices were taboo, up-to-date equipment—out of the question, apprentices—minimum; and, in fact, every arbitrary rule known to organized labor to maintain itself, no matter at what cost to the other fellow, was strictly enforced. Conditions

became intolerable, the foundries faced ruin, and the public in the shape of the casting user was as usual the "goat."

With a nucleus of eight foundry owners and with the assistance of the Industrial Association of San Francisco, the American Plan basis of employment and operation was inaugurated. Immediately every union man in the employ of these eight foundries quit his job. It should be borne in mind that there was no question involved of wages, overtime, hours or working conditions, and the controversy was, and still is, simply a matter of the molders' union refusing to allow any of its molders to work in the same shop with non-union molders.

The first step towards a solution was the importation of molders and core-makers from outside points. Representatives of the eight foundries involved and of the Industrial Association of San Francisco visited the principal trade centers of the East, North and South, and a large number of skilled non-union molders and core-makers were brought to San Francisco and put to work in the eight foundries concerned. Secondly, there was established a foundry sales department to promote the sale of castings made in American Plan foundries.

In the face of union propaganda, advertising was undertaken to acquaint casting users with the situation and the establish-

WAGE BOARD AWARD

Plasterers' Hodcarriers, Bricklayers' Hodcarriers, Roofers' Laborers, Hoisting Engineers and Steamshovel Firemen to start 15 minutes before other workmen, both at morning and noon.

Eight hours to constitute a day's work, except as otherwise noted.

Five and one-half days to constitute a week's work, except as otherwise noted.

Overtime to be paid, time and a half, except on Sundays and holidays, double time.

*Laborers, building Saturday afternoons, straight time. Shift work to be paid for at straight time, provided two or more straight shifts of 8 hours are worked on the job in any 24 hours.

Recognized holidays to be New Year's Day, Christmas Day, Thanksgiving Day, Fourth of July, Labor Day, Admission Day and Decoration Day.

Teamsters and Auto Truck Drivers will be governed by the usual hours and regulations prevailing in that craft in this city.

The AMERICAN PLAN



ment of the American Plan to combat the menace threatening the whole foundry industry in the Bay district. Through the American Plan, it was pointed out, only could the desired objectives be obtained. First, the benefits to the casting users through a better product and stabilized prices; secondly, better returns to foundry owners through more efficient and increased production; and thirdly, to the community as a whole through a renaissance of the forgotten constitutional privilege of any skilled man to earn his livelihood in San Francisco and the Bay district regardless of his membership or lack of membership in any organization or association.

TACKLING FUNDAMENTALS

As time went along, the services of an engineer with a wide range of experience in the foundry industry was obtained and as problems inseparable with molding in the several foundries arose they were met and solved. The heavy labor turnover was a matter for serious consideration and it was quickly realized that if the American plan foundries were to succeed, the foundries themselves would be compelled to train their own mechanics. A molder's apprentice school was established and at the time of writing, there are ninety-four persons in attendance at this school learning the trade as molders or coremakers. No matter what the opponents of the American Plan have to say in regard to this basis of employment, they are all agreed that the apprentice training school is a splendid move in the right direction; the young fellow is taught a trade absolutely free of cost to himself, and young men who would otherwise possibly be driving delivery wagons or doing other less productive work are being made useful producers and molders of the future of San Francisco's basic industry. Generally speaking, these apprentices after a course of training in the apprentice school, not in excess of two years, are capable of producing excellent castings of certain types. Under the regime of the Molder's Union those few apprentices who were permitted to learn the trade

were not classed as journeymen molders under a period of four years and were taught nothing by journeymen with whom they worked, picking up whatever knowledge they gained as best they could.

RESULTS CONFLICT

Picketing, brutal assaults, shootings and attempted shootings and even murder of American Plan foundry employees followed the inauguration of the American Plan in the foundry industry. To date there have been forty-four assaults, including twenty-three shootings or attempted shootings, three men permanently crippled and two deaths and, in San Francisco, but two arrests and no convictions.

Not a pretty picture, but what of the other side of the canvas? Facts are stubborn things and it is a fact that instead of the original eight foundries operating upon the American Plan basis in San Francisco and the Bay Region, there are at the present time, twenty foundries successfully turning out castings of all weights, dimensions and descriptions in aluminum, brass, bronze, iron, malleable iron, steel, semi-steel and manganese steel in foundries operating under the American Plan. Improved methods, modern equipment, increased efficiency, and freedom from artificial restraint has resulted in greater output and has, consequently, cut the cost to the consumers, produced a better casting and given a service second to none.

No longer is it necessary for casting users to buy their castings in the Eastern market, no longer can it be truthfully said that castings can not be successfully made by non-union molders, no longer is it possible for the Molder's Union to dictate to a foundry owner how he shall operate his business, whom he shall hire and whom he shall fire, coupled with the rest of the ridiculous and untenable rules at one time imposed. In 1923 the foundries in the San Francisco Bay region were twenty-five years behind the times in the matter of quality production and service. Today the foundry industry of



The AMERICAN PLAN

the Community has been placed on a sounder and more efficient basis than ever before. More than one thousand satisfied workers are now employed in American Plan foundries at good wages and under fine working conditions.

THE FUTURE

And what of the future? On November 1st, 1926, the Pacific Coast Founders' Association was formed and opened offices at 815-816 Sharon Building, 55 New Montgomery Street, San Francisco. This Association comprises the twenty foundries now operating in San Francisco and the Bay District on the American Plan and has been organized to carry on the efforts of the Industrial Association of San Francisco, directed to the maintenance of the American Plan in the foundry industry. The newly formed organization has the co-operation and wholehearted support of the Industrial Association of San Francisco and it is planned ultimately to link up all of the worth while open shop foundries operating in California, Arizona, Nevada, Oregon, Washington, New Mexico and Utah to the end that the open shop foundries operating on the Pacific Slope may present a united front, patterned on the lines of the National Founders' Association which is operating so successfully in the East. Such an organization cannot but be of inestimable benefit to the casting user and is a guarantee that no longer can the foundry industry on the Pacific Coast be strangled by autocratic union domination with its senseless strikes and the huge monetary loss which is bound to follow industrial strife.

An active and extensive sales campaign has been mapped out and is in effect. Special attention will be paid through the Engineering Department of the Association to the requirement of casting users in order that defective castings be reduced to a minimum. Every effort is and will continue to be made looking to a prompt service in the matter of delivery. More and more will approved modern methods of production be established in

the foundries. Molders and coremakers of the best type and highest skill will continue to be imported into this district as demand requires. The apprentice school for the training of molders and coremakers will be continued and special attention paid to this important phase of the work. It goes without saying, of course, that continued support of casting users in ever increasing numbers is essential to the success of the American Plan movement and, consequently, of the Pacific Coast Founders' Association. The establishment of the Pacific Coast Founders' Association marks a new milestone in the onward march of the American Plan movement and the possibilities for success are unlimited.

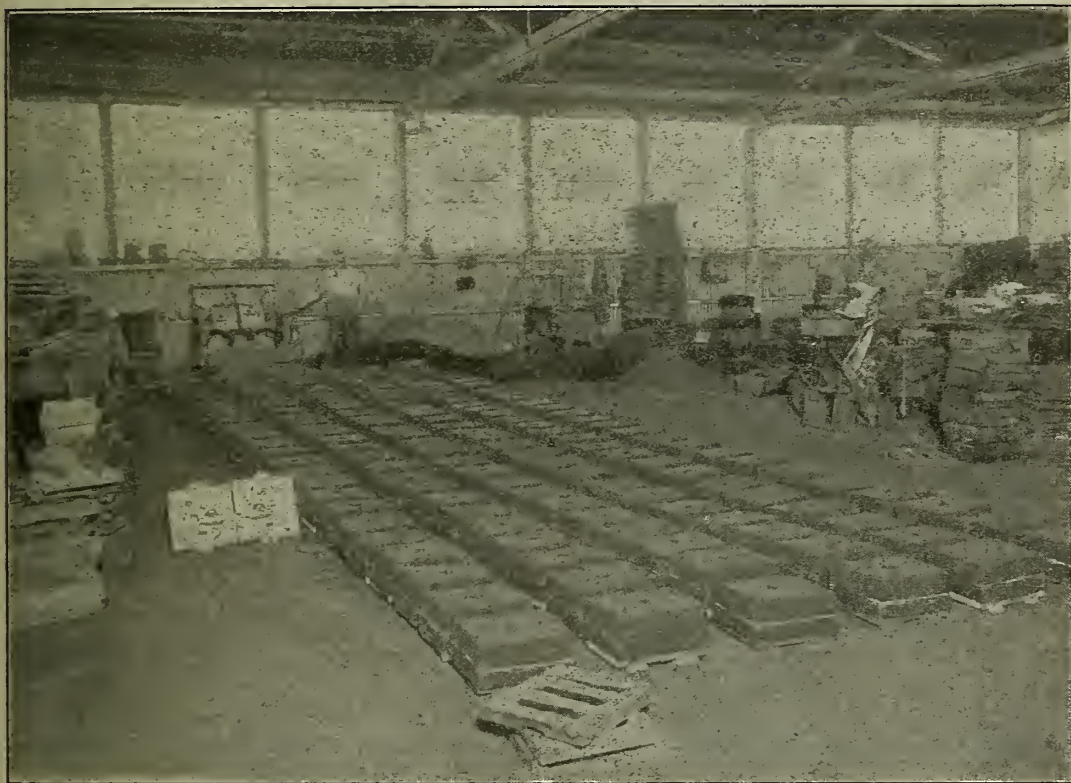
THE RIGHT TO WORK

Recently there appeared in the Congressional Record a statement by Senator Reed, of Missouri, that despite the general impression current that Congress is a body of great talkers and few real thinkers, will cause the reader to pause and reflect for a moment.

The following is a declaration of principle so closely allied to American rights that the Senator's views will meet with practically unanimous acceptance everywhere:

"I believe that any set of employees have the perfect right to organize, and, as an organized body, to demand a better wage scale, or better working conditions, or other remedies which they think are necessary, and they have the right as an organized body, in my opinion, to quit at one time for the purpose of accomplishing their desires. But I deny utterly that they have the right then to go further and say that they will prevent other men from working. I deny the doctrine that any set of men, whether they number 2 or 2,000,000 men, have the right to say to any other set of men that they cannot work at any time or at any place where they can find employment, and at any wage satisfactory to them."

The only trouble with the Impartial Wage Board was that it was impartial.



A MODERN AMERICAN PLAN FOUNDRY
—Where efficiency cuts costs and production is unrestricted

A Record

One of the unusual aspects of the handling of the carpenters' strike situation by the Industrial Association is the fact that after ten months of strike conditions during which the Industrial Association brought into San Francisco many American Plan carpenters, the United States Employment Service reported under date of December 15, "No marked labor surplus is noted in San Francisco except in the case of women factory and clerical workers. The supply of building mechanics is somewhat in excess of the demand although there is a good sized building program under way."

Industrial conditions, the report stated, are good in the San Francisco metropolitan district as a whole with manufacturing plants working at normal capacity. The report of the United States Employment Service bears out the statement

Group Insurance Pays

Albert P. Sloan, Jr., president of General Motors, has announced the purchase of the largest group life insurance policy yet written in point of number of lives insured in American industrial history. More than 100,000 employees who have been on General Motors payroll for three months or more are covered by the new policy issued by the Metropolitan Life Insurance Company.

Industrial relations are of two kinds—bad and good. General Motors will probably find they have invested the cost of this policy wisely.

made early in the strike by the Industrial Association that every effort would be made in meeting the strike situation to avoid flooding San Francisco with more men than were necessary or incompetent men to maintain San Francisco's building program.



The AMERICAN PLAN

Permits Pass \$50,000,000

Like all battles, strikes are won or lost according to the results. The carpenters' strike has occupied most of 1926, yet, with the year unfinished, San Francisco has already passed the \$50,000,000 mark in building permits for the fourth time in its history. The total value of building permits for the first eleven months of 1926, eight months of which were strike months, was \$52,887,289 for a total of 9,329 permits. If by any chance December should add a total of \$5,000,000 to this figure, it would make 1926 the record year in the history of San Francisco construction.

Already for the first eleven months of 1926 the total value of building permits for all of 1925—\$50,392,739—has been exceeded. The record year so far in the history of the city was 1924, when building permits valued at \$57,852,973 were issued, exceeding the previous record year, 1907, by more than a million dollars.

The Industrial Association of San Francisco seldom crows about its accomplishments. But these figures are worth crowing about. When the carpenters' strike was ordered on April 1, 1926, approximately 85 per cent of the carpenters employed in San Francisco were members of the carpenters' union. To not only keep the work which was then under way going on an American Plan basis but to be able to take on continuously increasing building operations under the American Plan and make a record year in building construction was an achievement of no mean magnitude. Moreover, it is notable that of the four years in which building permits exceeded \$50,000,000 in the history of the city, three of these have occurred since 1921, when the Industrial Association struck off the shackles of the closed shop in San Francisco.

Against Public Policy

One of the outstanding reasons for the Industrial Association of San Francisco is the prevention of industrial agreements contrary to sound public policy. Quite naturally these agreements issue when organized groups, each intent upon pursuing its own selfish way, find that they can do so more profitably in agreement with the other; for instance, union labor and organized employers.

That this is a dangerously real situation was emphasized again recently in a decision by the United States Supreme Court which held an agreement between Chicago manufacturers of millwork, contractors and union employers illegal and contrary to sound public policy. The defendant manufacturers, contractors and carpenters entered into a conspiracy not to work with or on non-union made millwork. In was the old collective bargaining conspiracy agreement wherein the manufacturers agreed to hire nobody but union men if the union men would refuse to handle the millwork of the manufacturers' competitors, with the contractors playing in the middle and, of course, the public paying the costs.

This is exactly the sort of thing the Industrial Association was organized in 1921 to prevent in San Francisco, and it illustrates why the association is the representative of the public in San Francisco industrial relations.

Identical agreements were quite common in San Francisco prior to 1921 under the rule of the closed shop. In fact, it is the closed shop operating through collective bargaining or collective clubbing that makes such agreements possible. The Chicago agreement illustrates comprehensively and specifically why the Industrial Association insists upon the American Plan; and it also illustrates why the carpenters' union for the past eight months has made such a terrific fight for the chance to "sit down with our employers." The Chicago agreement was the result of such a sitting down.



"Oh Justice When Expelled——"

The class in San Francisco Civil Government will now come to order.

Teacher—The purpose of our civil courts is to administer justice according to the Constitution and our statute law.

Innocent Willie—Then why don't they try the carpenters' strike cases?

Teacher—Hush! That's different. In unions there are votes.

Innocent Willie—I thought it was "In union there is strength."

Teacher—Yes, that's it. You are right, Willie. It's all the same. As I was saying, the purpose of our civil courts is to administer justice according to the Constitution and our statute law. Our next lesson will be on the evils of Bolshevism.

References for reading on the purpose of our civil courts:

Walter Calvin and 35 Union Carpenters.

Arrested May 19, 1926.

Charge: Conspiracy.

Complaining witnesses: Captain of Police Layne and other officers who arrested defendants in the act of rioting.

Disposition: Case set for trial February 7, 1926.

Samuel Moore, Union Carpenter.

Arrested May 17, 1926.

Charge: Kidnapping.

Disposition: Case set for trial January 31, 1927.

Black, Mauser and Miller, Union Carpenters.

Arrested April 24, 1926, for an attack upon Walter E. Hansen.

Disposition: Still awaiting trial.

Albert Buckley and Eleven Others, Union Carpenters.

Arrested June 9, 1926.

Charge: Conspiracy to commit a crime for an attack upon Hardwick Culberson.

Disposition: Case to be set for trial February 7, 1927.

William Bennett, Union Carpenter.

Arrested June 17, 1926.

Charge: Felonious assault upon H. Hengel.

Disposition: Set for trial February 28, 1927.

Allen, Souza, Ternulle, Union Carpenters.

Arrested August 27, 1926.

Charge: Conspiracy to commit a crime for an attack upon S. Fowler.

Disposition: Case set for trial January 12, 1927.

Jack Kilrain, Union Carpenter.

Arrested August 27, 1926.

Charge: Conspiracy to commit a crime.

Disposition: Set for trial January 4, 1927.

F. Roy Smith, Union Carpenter.

Arrested August 10, 1926.

Charge: Felonious assault upon W. W. Newman.

Disposition: Case to plead December 16, 1926.

Cummings, Olsen and Holland, Union Carpenters.

Arrested September 18, 1926.

Charge: Felonious assault for attack upon A. B. Krieger.

Disposition: Trial to be set January 15, 1927.

A. J. Mooney, Pacific Coast Organizer and Vice-President of The United Brotherhood of Carpenters and Joiners of America and Eight Other Union Men.

Indicted for murder October 23, 1926.

Disposition: Trial to be set January 31, 1927, for later date.

After consulting the above references the class in San Francisco Civil Government will submit papers on "What to Do With Justice When Expelled From Other Habitations," addressing same to the Bureau for the Disposition of Useless Documents or to the voters prior to the next election.



The AMERICAN PLAN

NEW YORK FACES LOCKED SHOP

New York City is up against the locked shop in building trades unionism and doesn't know what to do with a problem which San Francisco settled five years ago. The New York Industrial Survey Commission has bumped into the fact that building trades unions are controlling labor supply and hindering construction by closing their membership books to qualified craftsmen and interrupting the natural flow of qualified union men from outside communities to New York.

In the first place New York will have to recognize that this is the result of the locked shop and controversial (sometimes called collective) bargaining. It is the result of the surrender of principle for the sake of immediate profits. An editorial in the *American Contractor* described it naively as a "snagging problem that has never been given sufficient airing and is a most difficult one to get out in the open."

Indeed it is just that. But in this respect it does not differ from other evils resulting from the monopoly of the closed or locked shop. "Closed shop" and "collective bargaining" are easily mouthed phrases which can be inflated with a great deal of idealistic emotionalism. Union labor understands that the American public just loves slogans and it serves up the "closed shop" and "collective bargaining" well garnered with sociological idealism but with their true economic implications equally well hidden. This is borne out by the statements of one of the important business agents of a San Francisco union who just the other day said, "Collective bargaining means that representatives of employes and employers sit down on opposite sides of a table and whichever is the stronger gets what they want." The same definition might go for the closed shop.

MONOPOLY

San Francisco found out five years ago that the closed shop and collective bargaining were at the bottom of production troubles in this city. After all, our industrial troubles relate themselves to one thing—production. Where men, machines

and management are permitted to produce their maximum, there will be little trouble in the adjustment of wages and working conditions.

San Francisco found out that through the locked shop and controversial bargaining production was restricted. It found out, just as New York is finding out, that the union business agent used the locked shop to bar from San Francisco competent union mechanics from other cities and to create a labor monopoly in the hands of a few labor leaders. Under the locked shop regime in San Francisco prior to 1921 it was almost impossible in the building trades for a union man from another city to go to work in San Francisco. In fact in many instances union men from cities outside of San Francisco and California were escorted to outgoing trains with the admonition that they had better take care of their health.

This is exactly the situation in New York City and it is the situation, as the editorial in the *American Contractor* pointed out, in every American city where the locked shop prevails. It is the natural corollary of that brand of monopoly. Contractors are as a rule afraid to broach the subject in public and of course the business agents always deny their guilt. New York contractors have been paying bonuses to business agents to obtain the right for out of town mechanics to work in New York, so the Industrial Survey Commission has discovered.

The answer to that is that the Industrial Association of San Francisco performed that miraculous feat five years ago and is still performing it in the only way that it can be performed—organization of public opinion consistently and vigilantly to oppose locked shop agreements between advantage seeking employers and power seeking union officials. Characteristically, San Francisco when it discovered where the root of its industrial cancer lay, probed to the bottom, and cut it out. It was a major operation but it has paid San Francisco labor and San Francisco industry millions in return through revitalized industry. Come West, New York, and look over the results for yourself.

Cash In On San Francisco's Freedom

You can save money and get better quality by using American Plan foundry castings. Use this list when you need foundry work.

American Plan Foundries

AMERICAN BRAKE SHOE & FOUNDRY CO., OF CAL.

AMERICAN FOUNDRY COMPANY

AMERICAN MANGANESE STEEL CO.

BETHLEHEM SHIPBLDG. CORP.

COLUMBIA STEEL CORP.

HENRY DALTON & SONS

P. DAVID COMPANY

ENTERPRISE FOUNDRY CO.

M. GREENBERG'S SONS BRASS FOUNDRY & MACH. WORKS

JOSHUA HENDY IRON WORKS

JUDSON MFG. CO.

KINGWELL BROS.

OAKLAND STEEL FOUNDRY CO.

PACIFIC MALLEABLE CASTINGS CO.

SANTE FE FOUNDRY

STANDARD BRASS CASTING CO.

VAN NEIL BRASS CASTING CO.

WESTERN HARDWARE CORPORATION

These plants are members of the Pacific Coast Founders Association which is always at your service without cost, to help you solve your foundry problems. American Plan foundries give you the advantages of efficiently operated plants in prices, quality and service certified by this organization.

PACIFIC COAST FOUNDERS ASSOCIATION

815 Sharon Building

Douglas 4992

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VI

No. 1



JANUARY
FEBRUARY
1927



Carpenters' Strike
Settled

Molder Gunmen
Shoot Again

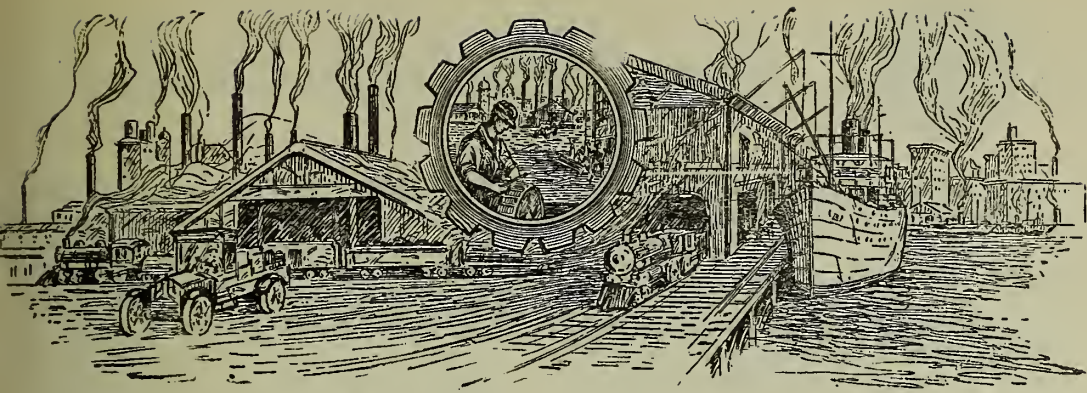
Spur Track
Politics

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

New Offices

On February 28 the Industrial Association will be installed in its new offices, occupying the entire fourteenth floor of the Alexander Building at the corner of Bush and Montgomery Streets. This is the first move since the Association was formed in 1921 when it took its present offices in the Santa Fe Building and which changing conditions now make it necessary to vacate.



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco
Published Bi-Monthly
Subscription Price **\$2.50** a year, included in annual dues

STRIKE VOTE RESULTS

The carpenters ratified the settlement 1923 to 623 against, according to a public announcement by General Representative Muir. A total of 2546 ballots were marked and returned, or 63 per cent of the number distributed, Muir said.

Carpenters Ballot For Industrial Peace

The man with the hammer and the saw is voting as this is written on the question of the square deal in the building trades in San Francisco. The vote is not in from the thousands of union men who are marking the ballots but international officers of the United Brotherhood of Carpenters and Joiners of America who, through the Bay District Council of their union, ordered the vote, are confident that an "X" on the majority of the ballots will mean the end of the carpenters' strike and the opening of an era of peace and good will in the San Francisco building industry.

The "Reds" in the carpenters' union, of course, are opposing the settlement upon which the rank and file of working union carpenters are voting. But this is a kitchen vote, the kind of a vote a man marks in his own home in privacy, not the vocal vote under duress of a wrecking crew in open meeting. This is the proposition upon which the vote is being taken:

1. That the strike called by the Bay District Council of the United Brother-

hood of Carpenters and Joiners of America on April 1, 1926, be regarded as at an end.

2. That the Industrial Association will on February 20, 1927, suspend the operation of the Permit System for so long a time as there is no interference with the right of a mechanic in the building trades to seek and find employment irrespective of his affiliation or non-affiliation with any organization and/or until such further time as in the judgment of the Industrial Association the re-establishment of the Permit System may become necessary.

3. That the material and lumber yards operated by the said Bay District Council of Carpenters in San Francisco and Alameda Counties be closed down on February 20, 1927, and, as soon as possible thereafter, all stock in these yards and the yard equipment will be sold for their market value, said sales to be made under the direction of a committee representing said Bay District Council of Carpenters and with the assistance of a committee repre-



The AMERICAN PLAN

senting material and lumber dealers in the persons of William H. George, Matthew Harris and Frank O. Hatch.

4. That the Industrial Association and the Builders Exchange reaffirm their previous announcement to the effect that they will uphold the wage scale for 1927 as established by the Impartial Wage Board, nine dollars per day for an eight hour day being the standard for journeymen carpenters.

5. That all parties hereto pledge themselves to the practice and principle of adjusting disputes between employers and employes over hours and wages by conferences to the end that strikes and lockouts may be avoided.

NEW UNIONISM

This proposal, if ratified by the rank and file of the carpenters' union is, indeed, the beginning of a new unionism in the building trades in San Francisco, a unionism of employes, employers and the general public based on mutual trust and confidence impregnated with the traditional San Francisco spirit of fair play and respect for labor. It is a recognition of the justness of the American Plan.

The proposed agreement was reached through the efforts of A. B. Muir, general representative of the United Brotherhood of Carpenters, William H. George, President of the Builders' Exchange, and Colbert Coldwell, President of the Industrial Association. In a letter to the Bay District Council of Carpenters directing the ballot, General Representative Muir said: "It is our hope that your council and its members will whole-heartedly approve the proposal."

FIRST NEWS

Freshening wind of the peace proposal to end the ten months' carpenters' strike came on January 14th in the following joint statement by the negotiators:

"As a result of a conference between Colbert Coldwell, President of the Industrial Association of San Francisco, W. H. George, President of The Builders' Exchange, N. H. McLean, Secretary-Treasurer of the Bay District Council of Carpenters, and A. W. Muir, international representative of the United Brotherhood

of Carpenters and Joiners of America, it is announced that normal conditions will be restored in the building trades in the San Francisco Bay District as rapidly as possible."

GUARANTEES

In a public announcement, President Coldwell of the Industrial Association said:

"Officers, Directors and Members of the Industrial Association are naturally gratified that industrial strife in the building trades of San Francisco is seemingly at an end. We join with the general public of San Francisco in the hope that it means a lasting and prosperous peace for labor, employers and the public at large, a peace based upon mutual recognition of the equities of all factors in our industrial progress. It is for this principle that the Industrial Association has contended since its organization five years ago.

"That there may be no misunderstanding, it should be stated at this time that since 1921 San Francisco has stood firmly and steadfastly for the right of competent workmen to seek, obtain and retain work for which they are fitted without reference to membership or lack of membership in any organization or association. We now assure the people of San Francisco that in the termination of the difficulties in the building trades which have afflicted the city for the past ten months, there has been no compromise of this principle. The American Plan will continue to operate as it has operated since 1921 with due regard to the interests of labor, capital, and the public."

THE PITY OF IT

And now that it is over what was it all about? Nothing was gained. Much was lost. When the strike was called last April, 85 per cent of the carpenters working in San Francisco were union men. The fact was that many jobs were 100 per cent union, really closed shop jobs. All municipal jobs were closed.

Today after ten months of the strike there are few closed shop jobs. Municipal work is on the American Plan and probably less than 40 per cent of the carpenters working in the city carry paid up



cards in the brotherhood. The strike drove hundreds of good men from union membership, many of whom will never return to the union ranks. Besides it brought to San Francisco not less than 1000 American Plan carpenters, many of whom will stay here.

When the strike was called there was work for all of the carpenters here. Now there isn't. The fact is that thousands of union men will feel the effects of the strike for another year at least in less work, impaired earnings, less prosperity while union membership, union strength, union prestige has suffered a blow from which it may take years to recover.

In short the carpenters' strike ought to be the last strike of its kind in San Francisco. There is nothing within reason that labor can't get in San Francisco without such a strike and nothing beyond reason that it can get by striking.

The strike is a thing of the past chiefly because it is unnecessary. Militant unionism is a thing of the past like militant industrialism because the public won't stand for it. The people through legislation controlled militant industrialism.

PUBLIC DEMAND

Labor needs a new unionism. So does capital. So does the public. A new formula. A new point of view, a new understanding that not only our national but international social structure is held in balance by industrial production and that its destruction cannot be risked in city, nation or continent through contentious group factors in that industrial production.

The public is demanding the conference board instead of the strike and demanding that it sit at that conference board, that public interest must be paramount and that it will compel employers to grant labor its equities and that labor must reciprocate by not trying to dictate. It isn't a wishy-washy brotherly love unionism but a coldly intelligent realignment based on the life and death necessity of a common interest.

If 10 months of the carpenters' strike has brought us nearer to this, it has been worth it. We will have to travel the

road to the new unionism sometime. In fact we are on it now, no matter what the travail or what the cost.

AFTER THE STORM

"Start necessary building now."

That was the industrial peace message voiced by President Coldwell, following the January 14 announcement of the end of the carpenters' strike. "Last year was a record year in San Francisco's building history," said Coldwell. "We ought to continue to build to our requirements through 1927, now that peace prevails again in the building trades."

"With the carpenters' strike over, the Industrial Association will turn its attention immediately to San Francisco's 1927 prosperity program. After all, our real job is not to fight strikes but rather to keep the wheels of industry oiled and whirring in San Francisco," Coldwell declared. "It is a job in which every citizen can help and from which all can profit."

"The union carpenters who have been on strike need work immediately and we will do everything possible to help them get it through restoration of normal conditions. Of course, we will continue, as we always have in the past, to look after the interests of American Plan carpenters, too. We are all San Franciscans with a common point of view—the welfare of the city, which means the welfare of all of us individually and collectively. San Francisco needs a new unionism, a fair-minded, honest, give-and-take cooperation between labor, capital and the public, and I feel that we are well on the road to achieving it."

"The day of labor baiting in America is over," President Coldwell declared. "San Francisco has always been fair to labor, especially since the Industrial Association was organized. There is a big chance here in San Francisco with the help of all labor and employers to build something in the way of industrial relations, a trinity of interests under the American Plan that will insure our industrial peace and prosperity for the years to come."



The AMERICAN PLAN

Molder Gunmen Shoot Again

The molders' murder car went into action again on the morning of Friday, February 11, with a blast of gunfire that left Frank Tanner of the Enterprise Foundry lying riddled with shot in the gutter at the corner of Twentieth and Howard Streets. He fought in the front line trenches of France for the honor of America but he fell wounded on the streets of San Francisco under the fire of assassins who have shot 19, killed two and crippled three men and boys during the last four years because they would not quit their jobs at the order of the Molders' Union.

The police arrested William Armstrong charging him with attempted murder and loosed Otis Ferguson, his half brother and joint owner of the cheap touring car from which the murderous fire was poured into Tanner's body. This time the police got the car and the freshly sawed off shotgun, both of which were abandoned a few blocks away from the crime at Seventeenth and Shotwell Streets when the gunmen fled afoot with Motorcycle Policeman Joseph Perry in hot pursuit. They made their escape and Armstrong and Ferguson were arrested later at the Union Iron Works where they were both employed as millmen.

Armstrong denies that he had anything to do with the shooting; that the Ferguson-Armstrong car had been stolen from a vacant lot where they kept it.

Tanner will undoubtedly recover, although the gunmen riddled him with shots from both barrels of their sawed-off gun from his left shoulder down. He was taken to the Mission Emergency Hospital by C. P. Handenon and later removed to St. Luke's Hospital under the care of skilled surgeons who saved his life by immediate inoculation with anti-gas gangrene serum.

OVERSEAS VETERAN

The victim of the men in the murder car is 33 years old, married, an overseas veteran, serving during the war in the front line trenches in France as a corporal

in Company L of the 312th Infantry regiment of the American Expeditionary Forces. This should awaken San Francisco veterans to the necessity of cleaning San Francisco of this band of gunmen who are warring upon organized government and upon the right of men to earn an honest living.

The police have Armstrong. They are looking for the other gunman. But even if they get him, they haven't the "higher-ups," the paymasters of the gunmen. And they must be gotten.

Down in Police Headquarters are two affidavits, two years old, to be sure, yet shockingly illuminating. They were sworn to by Carey and Redmond who were arrested in 1924 in the usual murder car with the usual sawed-off shotgun. In these affidavits they both named Frank Brown, Business Agent of the Molders' Union, as the man who offered to pay them \$125 per head for every American Plan molder whom they shot and they swore that he directed them to the basement of the Labor Temple to get the gun found upon them. They were permitted to go scott free several months later by Police Judge O'Brien after astute, practiced attorneys hired by the molders' union, advised them to repudiate their confessions despite the circumstances of their arrest and additional weapons of terror found in their room.

So it ought not to be far to look. San Francisco must remember that Johnnie Goyton, who was killed several months ago by the gunmen, said before he died that he had been visited by Brown and another officer of the Molders' Union. "You know how the boys are," Goyton said Brown replied when Goyton asked if he was going to be shot because of his refusal to quit as an American Plan foreman and leave town.

Brown and William Burton for these many months have been visiting American Plan molders, offering them jobs out of town and tendering railroad fare. They have shipped many good workmen out of

The AMERICAN PLAN



Spur Track Politics

Under the leadership of Frank C. MacDonald, President of the State Building Trades Council, organized labor is trying to use the San Francisco Board of Supervisors to pull its chestnuts out of the fire. Some months ago President MacDonald appeared before the Streets Committee of the Board demanding that it revoke the spur tracks permits of all building material firms who supported the American Plan.

Now President MacDonald is before the Streets Committee, Supervisors Marks, Badaracco and Todd, demanding that the committee refuse the application of the Pratt Building Materials Company for a spur track because the Pratt Company supports the American Plan. Upon the recommendation of Chairman Marks of the committee, the Board on January 17 passed to print unanimously a resolution granting the application. On the same afternoon upon the motion of Supervisor William P. Stanton, President of the San Francisco Labor Council, the Board reversed its decision by a vote of 12 to 4 and the measure was returned to the Streets Committee in order to give MacDonald further opportunity for grandstand oratory and publicity.

San Francisco simply because these workmen were afraid to remain longer under threat of the murder car gunmen. Certainly Brown and Burton have a right to try peacefully to induce American Plan molders to leave San Francisco although that shows little regard for San Francisco and San Francisco employers but the murder car and the gunmen and their paymasters must be caught.

Let no man hold his tongue who thinks he knows or suspects who these murderers and their employers are! Loyalty to the San Francisco we all cherish demands that those who even suspect shall tell the police in confidence what they know that this nest of criminals shall be jailed.

HOW LONG?

How long is union labor going to put up with such leadership? And how long will the Streets Committee and the Board of Supervisors tolerate such efforts to penalize industrial enterprise in San Francisco? The intelligent rank and file of organized labor must know that such asininity can only impair public sympathy and the public prestige for and of union labor.

GOMPERS KNEW

Sam Gompers knew a lot more than that. He always stood out against any attempt to obtain the eight-hour day by legislation because he knew that those things which can be given politically can be snatched away by the same method. Assuming for the moment that Streets Committee and Board of Supervisors deny the application of the Pratt Company for a spur track on the ground that they support the American Plan, then it becomes perfectly legitimate for the business interests in the community that believe in the American Plan to demand with equal justice that spur track facilities shall not be issued to any industrial firm which supports the closed shop. Certainly such a precedent would work both ways.

INDUSTRIAL MENACE

Unionism will never get any place by such methods. If it trusts its cause to politics, it is lost. Nor can San Francisco achieve its industrial hopes if word goes out to the manufacturers of the United States that labor politicians control industrial development here and that they cannot have spur track facilities in San Francisco unless they accept the dictates of organized labor and labor politicians. They will go elsewhere.

There is only one question before the Streets Committee and the Board: Is the Pratt Company a reputable concern needing a spur track? If it is, it is entitled to it without delay or equivocation and, along with some 500 other concerns, is entitled to security in that right.



Something for San Francisco

It's already an old story now. But it's worth repeating. The year 1926 established a new record in building construction in San Francisco for the 150 years of the city's history—a total of \$57,953,948 worth of building permits issued.

Those are just the cold figures. Like all figures they have to be interpreted. Their real meaning is that more men worked in the building trades in San Francisco during 1926 at better wages and at more continuous employment, and the memory of man runneth not to the contrary. That meant, in turn, that more goods were sold, more profits were made, and it all meant that more people were happy. Which, of course, is the ultimate aim of all of our hurry and scurry.

DOUBLY SIGNIFICANT

The Community Chest has adopted for its slogan this year, the appeal, "Make San Francisco the happiest city in the world." San Francisco was, perhaps, the happiest city in the United States and therefore in the world, during 1926. The interesting thing about it all was that the new building record was achieved in the face of ten months of strike conditions in the carpenters' craft. In no other previous record year in the building industry were the prosperity wheels sanded by strike friction. So the record is really doubly significant.

More figures: San Francisco's construction in 1926 was 15% greater than 1925, although building on the Pacific Coast as a whole was 8% below the 1925 record. While for California's as a whole it was 12% less than 1925.

The December record for San Francisco was 56% above the December total for 1925, while the December total for all California cities showed a 20% drop below the total for December, 1925.

Los Angeles' record showed a reduction of 19% below the record for 1925 for the year and a December drop of 39% as compared with December, 1925. Oakland, likewise, showed a 28% reduction for 1926 as compared with 1925 and a December drop

for 1926 of 52% below the total for the final month of 1925.

NOT IN TRIUMPH

Of course San Francisco's record would have been bigger had it not been for the carpenters' strike. But then again it would have been lower had it not been for the Industrial Association which, month after month, under most trying conditions, bent itself to the task of supplying the necessary power to keep the wheels of industry turning against the opposition of the strike leaders who naturally had hoped to force victory for their cause not only through fear engendered by violence but by impairment of building construction and hence losses to investors, contractors and others. Not in a spirit of triumph or victory but rather by way of revery, members can say to themselves, "We did something for San Francisco."

QUITE AT HOME

A newspaper reporter on a Pekin newspaper told Dr. Ray Lyman Wilbur how a Chinese war lord ordered the execution of a newspaper editor after a "drumhead" trial. "You make me feel perfectly at home," replied Dr. Wilbur, "only your method isn't direct enough. In America, if newspaper editors attack criminals, they are shot down without trial."

"But nobody is safe," said the reporter. "I feel perfectly at home still," said the Stanford President, "because in San Francisco they shoot men down in the streets and slug them in broad daylight if they try to work without a union card."

In telling the incident to members of the Commonwealth Club, Dr. Wilbur stressed his point with the story of how hundreds of thousands of Chinese congregated in the streets to witness the execution of a group of criminals seven days after they had committed the murder. "For some reason or other," Dr. Wilbur pointed out, "murders are few in Pekin and maybe seven-day justice has something to do with it."

The AMERICAN PLAN



FURNITURE MAKERS ALL ON AMERICAN PLAN

All plants engaged in furniture manufacturing and upholstering in San Francisco are now operating on the American Plan. The last of the important companies to go on the American Plan was the Pierce Jensen Furniture Company who announced their new policy when the business agent of the upholsters' union ordered all union upholsterers out of the plant late last month.

This means that San Francisco furniture making has changed from a jobbing to a real manufacturing basis, permitting modern labor specialization and consequently greater production. Among other important furniture companies who are working under the American Plan are the Kroehler Furniture Company, the Sultan Manufacturing Company, the Universal Manufacturing Company and Dierringer Brothers.

Picketing and violence started almost immediately after the union upholsterers struck the Pierce Jensen plant. Apparently, however, San Francisco police judges are going to handle violence quite differently than they did in the carpenters' strike. Police Judge O'Brien promptly found Bert Manning, former pugilist and union upholsterer, guilty of battery for an attack upon Eric Ernstam, an apprentice cutter, in the first case of violence and sentenced him to 30 days in the county jail.

MOONEY'S TRIAL SET

A. H. Mooney, Paul Clifford and other agents and members of the Carpenters' Union are scheduled to go to trial March 14 for the murder of M. I. Campbell, an American Plan carpenter, last October. Meanwhile, there are several score other defendants awaiting trial before our Superior Courts for crimes committed as long as last April in the reign of terror clamped on San Francisco by hot-headed carpenters against the will of the great bulk of the Union membership.

Mooney, Clifford and the others charged with murder and attempts to commit murder, should be given a fair trial and that means fair to the people of the State of California and of San Francisco, as well as to the defendants. Let us hope the newspapers of San Francisco will report the trial fully enough to convince every one concerned with it that the public is watching its rights jealously.

The aged carpenter Campbell has been in his grave these several months but the spirit of outraged justice that his murder aroused is still alive and aflame in the minds of all decent citizens of San Francisco. All they ask for is that prosecutor, judge and jury shall forget that Mooney, Clifford, et al are officers and members of a labor union; that they are entitled only to the same treatment that would be accorded them had they organized themselves into murderous wrecking crews to accomplish some purpose other than the winning of a strike. In other words, it will be dangerous to make a political whitewashing event out of the Mooney trial.

IDLE WRECKERS

Police Judge Joseph M. Golden has another problem on his hands: what to do with idle members of the carpenters' wrecking crews?

Last fall Joseph Souza and Harry Brown were quite active wreckers during the carpenters' strike. Now they are before Golden charged with the theft of 400 gallons of wine from John Ghirardelli. Of course they are not in jail. They were released on bail and gossip around the Hall of Justice has it that Archie Mooney and Paul Clifford, union officials awaiting trial for the murder of M. I. Campbell last October, put up the bail for their fellow wreckers who are technically charged with burglary.

Souza is awaiting trial on felony charges for an attack upon Harry Fowler during the carpenters' strike. Will Judge Golden find him and Brown winelessly guileless?



The AMERICAN PLAN

Labor Legislation

Nearly a score of measures and changes in measures in relation to and supported by organized labor have been introduced to date in the first session of the new California Legislature, all of them having the support of either Walter G. Mathewson, State Labor Commissioner, or Arthur L. Johnson, counsel for the State Labor Bureau. Representatives of organized labor are also on the ground to lobby for the measures.

EIGHT-HOUR LAW

A brief resume of the labor legislation shows a proposal to enlarge the scope of the eight-hour law for women in order to extend the control of labor over manufacturing work done outside of regular manufacturing establishments.

Another amendment to the women's eight-hour law introduced by Senator Daniel Murphy of San Francisco would require the keeping of records of hours worked by women employees in establishments, such records to constitute prima facie evidence of law observance or violation.

STRIKE ADVERTISING

Undoubtedly the carpenters' strike in San Francisco led to amendments offered by Assemblyman M. J. McDonough of Oakland and Assemblyman T. M. Wright of San Jose to compel local advertising to indicate strike conditions. In the past, this proviso applied only to advertising outside of the locality where the strike was in progress. It also provides that the name of the advertiser appear in the advertising matter. This was introduced by Assemblyman McDonough.

The other amendment by Assemblyman Wright would make it possible to prosecute persons guilty of misrepresentation of conditions of employment in Police and Justices' courts rather than the Superior courts. It also adds a civil penalty of double the actual damages sustained by the aggrieved party.

ALIEN EMPLOYMENT

Thomas A. Maloney of San Francisco wants to prohibit the employment of aliens by contractors on public work. The present law only prohibits the employment of less than 100% Americans directly by the State, counties or municipalities. Assemblyman B. S. Crittenden of Tracy offered an amendment to prohibit exaction of cash bonds from any employees of corporations other than those employees who are directly entrusted with money, goods or other property, and to provide for protection of cash bonds. Assemblyman Crittenden is also responsible for a civil procedure amendment to give wage earners the privilege of levying execution on one-half of the wages of a judgment debtor. That one ought to work both ways.

Assemblyman McDonough has an amendment to the eight-hour law in public works to require records of hours worked "in extraordinary emergencies."

EMPLOYMENT AGENCIES

Senator Roy Fellom of San Francisco has undertaken the job of re-decorating the Employment Agency Act to improve the optics of justice and to make punishment more direfully certain, to re-classify cities for license purposes and to raise license fees, to prohibit agencies from receiving more than one deposit for the same position, to prohibit the operation of employment agencies and pool halls or "soft" drink parlors, to empower the Commissioner of Labor to suspend and revoke agency licenses and to include within the definition of employment agencies trade schools "whose main object is to secure employment for applicants."

NEW PRESIDENT

With the reduction of the Board of Directors of the Industrial Association to 15 members, Colbert Coldwell, of Coldwell, Cornwall and Banker, was elected President of the Association for 1927. The reorganized board meets weekly on Tuesday instead of monthly as in the past.

The AMERICAN PLAN



PRESS PEACE HOPES

San Francisco newspapers hailed the end of the carpenters' strike with mixed emotions but all hoped that it would presage an era of peace in the building trades in San Francisco. The following is a typical news page editorial:

Peace returns to the building industry of this city, through the settlement of the industrial dispute which began last April; and with the return of industrial peace, the City of San Francisco is back upon the high road of general progress and all-around prosperity.

The city as a whole will immediately resume its building program. That alone is sufficient cause for the deepest satisfaction, for it means a releasing of new energy, the application of investment capital to permanent construction, large-scale employment, increased purchasing power, and all the benefits that flow from normal and healthful conditions.

This is a city of tremendous vitality.

It has a future more glorious than its past, and year by year it fights its way forward with added benefits to its people. The return of industrial peace permits the sound forecast that 1927 will be one of progress' record years.

It is to be hoped that industrial peace will be permanent, and that amicable methods will be found for the adjustment of any future disputes without further interruption to the general prosperity.

ON THE WIRES

The story of San Francisco's record building year went out on the wires of the press associations to the newspapers of the United States. Which ought to clear away some of the debris left in the minds of the people in other parts of the country who read their daily story on strike violence between April and November.

WHAT LABOR IS DOING

In the building trades Labor has opened a new campaign of solidarity to swell the ranks of each of the half-hundred crafts. To do this, the business agents of the various crafts meet daily, assisted by Frank C. MacDonald, General President of the State Building Trades Council of California, and A. W. Muir, general representative of the United Brotherhood of Carpenters and Joiners of America.

"The object of the campaign is to bring into the ranks of organized labor every non-union building mechanic in San Francisco and the Bay District," says Organized Labor, official spokesman of the state and local building trades council of California. "For the first time in five years a ray of sunshine has broken through the industrial clouds of San Francisco and we are hopeful that San Francisco will shortly enter upon an era of industrial peace."

Does that mean that the union building trades mechanics have at last realized that the closed shop by agreement impairs the strength of organized labor—that the only hope of unionism is that its service to its members through co-operation with other factors of industry is of such high value that all of the mechanics within its purview will join it? The closed shop by agreement is a false support to unionism.

WITHOUT TROUBLE

The San Francisco Teamsters' Union, one of the most successful in San Francisco, reported the total assets of the organization at \$190,406, a gain of \$5,036 over 1925. It paid out \$15,661 in sick benefits, \$2,800 in death benefits, \$10,117 to its international organization and \$1,331 to local federations, out of its total income for 1926 of \$96,594. It donated \$1,000 to the San Francisco Molders' Union.

AGAINST NIGHT WORK

Electrical Workers' Union No. 151 has protested to the Board of Supervisors against night work by City employees, even though double pay is offered, owing to alleged dangers of open man-holes and high-voltage wires.

\$10,000.00 Reward

A reward of \$10,000.00 will be paid by the undersigned for information leading to the arrest and conviction of the person or persons who were guilty of shooting Frank Tanner, an employee of the Enterprise Foundry Company, at Twentieth and Howard Streets, San Francisco, Friday, February 11, 1927.

Industrial Ass'n of San Francisco

Santa Fe Building, San Francisco

Phone: Douglas 7620

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VI

No. 2



MARCH
—
APRIL
1927



Labor Loses Fight on
Permit System

Union Molders Jailed
for Murder

Brady Investigated by
Grand Jury

Mayor Vetoes Spur
Track Club

Carpenters' Murder Trials
Open

Strike Aftermaths

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

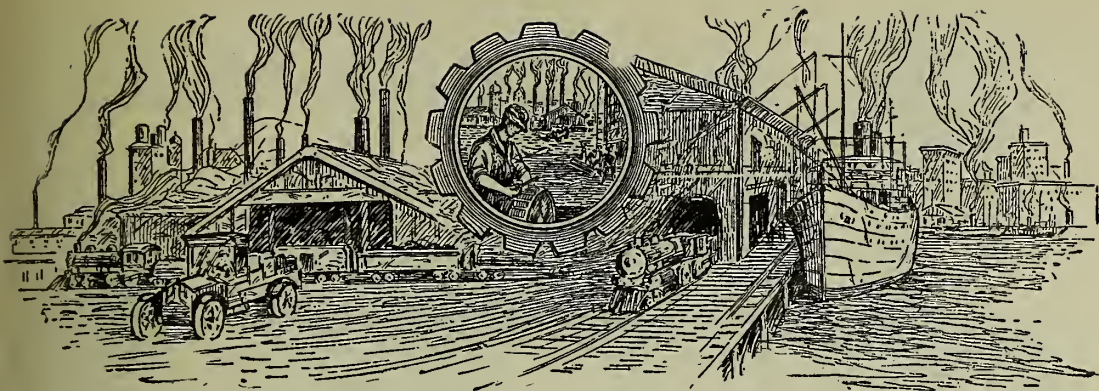
Senate Vote on Permit System

California senators who voted to keep San Francisco industrially free by defeating Union Labor's attempt to ban the Permit System under the Cartwright Anti-Trust Act were:

C. C. Baker.....	Salinas
Arthur H. Breed.....	Oakland
Victor J. Canepa.....	San Francisco
Harry A. Chamberlain.....	Los Angeles
E. H. Christian.....	Hayward
Herbert J. Evans.....	Monrovia
P. J. Gray.....	San Francisco
Fred C. Handy.....	Ukiah
Thos. Ingram.....	Grass Valley
Ray Jones.....	Marysville
Chester M. Kline.....	San Jacinto
Chas. W. Lyon.....	Los Angeles
J. W. McKinley.....	Los Angeles
H. C. Nelson.....	Eureka
J. L. Pedrotti.....	Los Angeles
Benj. F. Rush.....	Suisun
Cadet Taylor.....	Pomona
Tallant Tubbs.....	San Francisco
Frank C. Weller.....	Glendale
T. C. West.....	Alameda

Those who voted to coerce San Francisco industry through state legislation were:

James M. Allen.....	Yreka
Frank S. Boggs.....	Stockton
Chas. H. Cobb.....	Fresno
J. J. Crowley.....	San Francisco
Roy Fellom.....	San Francisco
J. C. Garrison.....	Modesto
J. J. Hollister.....	Gaviota
Edgar S. Hurley.....	Oakland
J. M. Inman.....	Sacramento
M. B. Johnson.....	San Mateo
Herbert C. Jones.....	San Jose
Thos. A. Maloney.....	San Francisco
Edwin A. Mueller.....	San Diego
Daniel C. Murphy.....	San Francisco
Herbert W. Slater.....	Santa Rosa
Ralph E. Swing.....	San Bernardino
J. I. Waggy.....	Bakersfield



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco
Published Bi-Monthly
Subscription Price \$.25 a year, included in annual dues

Labor Loses Fight on Permit System

The Legislature of the State of California has refused to bow to the will of certain San Francisco union chiefs who sought control of San Francisco industry by placing the permit system under the ban of the Cartwright Anti-trust act. By a vote of 20 to 17 the State Senate on April 6 refused to amend the Cartwright Act to define the permit system in use during industrial disputes in San Francisco as a trust.

The bill was drawn at the behest of San Francisco labor leaders to wrest from the people of San Francisco their last defense against union strikes to control the city's industries. For a time, it looked as if the measure would die in the Judiciary Committee when the committee deadlocked 6 to 6 on motions to report it out. In the face of this deadlock on March 25 Senator Inman lost a motion on the floor of the Senate to order it out of the committee, but five days later he won a similar motion and the bill came before the Senate.

The fight over the measure was one of the sharpest and most finely drawn of any legislative controversy during the present session and was won against Labor's full strength and organized front through the staunch support given it by those who

stood fearlessly in opposition to the raid and through the magnificent support of the business and professional interests of the State which realized that the industrial future of San Francisco was at stake in the fight. The three San Francisco senators who voted on the final roll call against Labor's plot were Tallant Tubbs, Victor J. Canepa and P. J. Gray. Prior to the final roll call Senator Tubbs was the only San Francisco senator who voted consistently and persistently against bringing the measure out of the committee and against its final passage. At the present writing, he, along with Senators Canepa and Gray, were receiving the full-hearted congratulations of all San Franciscans who realized the menace of the measure and of the dominating fight which Labor makes against those who will not accept its tactics.

The measure may come up for further consideration as Senator Inman changed his vote from no to aye and gave notice of reconsideration.

So San Francisco will probably remain industrially free, free, at least, to fight out its own industrial future without labor dictating legislation designed to throttle that future.



The AMERICAN PLAN

Molder Chiefs Jailed For Murder

After four years of murder squads and terror gangs shooting down American Plan Molders, San Francisco is trying to clean house.

Charged with the murder of John Goytan, an American Plan Foreman-Molder shot down and killed by Molder-Gunmen last July, are Frank Brown, business agent of the Molders' Union and Robert Burton, Pacific Coast organizer for the same organization.

Others under arrest and under Grand Jury indictments, as are Brown and Burton, are William Allen, an official of the Union's Executive Board, Earl J. Parenti, Tony Mello and Frank Shaner. The first four were arrested by the San Francisco police who raided their headquarters where they were said to be planning in Stockton a war on American Plan shops, when Shaner, a confessed member of the terror squad led the police to the union lair. Allen, Parenti and Mello are charged with conspiring to do great bodily harm and were released on bail. Brown and Burton were subsequently released on \$40,000 bonds each.

Brown was arrested the day following the arrest of Burton, Allen and the others and is believed by the police to be the ringleader of the gang. When they brought Brown in to the Police Station, Captain Duncan Matheson said: "Well Brown, you have been over a long trail but you are at the end of it now."

Shaner, who had been arrested previously and confessed his affiliations with the Molder shooting squads, testified to the police and the Grand Jury that he had received a total of \$2,120 from business agents Brown and Burton for beating down non-union molders at a set rate of \$20 per beating. This would represent 106 assaults but Shaner asserted that he had turned the tables on the men who hired him and had not committed many of the assaults for which he was paid.

The charges of murder against Burton and Brown rested upon evidence said to be in the hands of the police that these men were the ringleaders in the molders' crime orgy and that they specifically visited the home of John Goytan prior to his murder in an attempt to force him to leave his employment in San Francisco as American Plan Foreman-Molder in the Enterprise Company's plant. In this connection on the basis of information in the hands of the police, Mrs. Goytan has filed suit for damages for \$250,000 against Brown and Burton and 82 officials of the Molders' International Union and of the San Francisco Local No. 164.

TRIAL

The cases against the molder officials and their alleged hirelings have gone over to April 16th for pleading. Meantime union counsel announced that they will leave no stone unturned in order to restore the freedom of the city to the accused murderers.

Law abiding citizens of San Francisco are hopeful that the arrests of these men, particularly Burton and Brown, will end once and for all the reign of terror carried on since 1922 against men who desire to exercise their privilege of working without accepting the dictates of the Molders' Union. In all, there have been two men killed, three crippled for life and 17 American Plan molders shot, 9 attempted shootings, and police records show 22 other men beaten. The last shooting was that of Frank Tanner, storekeeper for the Enterprise Foundry, who was severely wounded February 12 when he was shot down from the usual shrouded murder car when he was on his way to work one morning. It was shortly after the Tanner shooting that the police, who had been vigorously working

(Continued on page 10)



Brady Investigated By Grand Jury

San Francisco was rocked last month by newspaper charges that District Attorney Mathew Brady had kept William R. Burton of the Molders' Union, now under indictment for murder, on the payroll of the District Attorney's office for 16 months after his dismissal in order to make up an alleged defalcation by Burton out of the public funds allotted to the Prosecutor's office. The constant front page stories day after day finally forced the grand jury into an investigation which lasted less than two hours and in which the District Attorney made a seven-minute appearance.

Twenty witnesses, 18 of them employees of the District Attorney's office, were examined, each witness spending from two to five minutes in the jury room, according to press reports. The investigation was conducted by Julian Kay, a member of the grand jury, when the jury decided not to obtain the services of an attorney to interrogate the witnesses and present the facts. Burton, himself, refused to take the stand, invoking his constitutional right to protect himself against giving self-incriminating testimony. At the conclusion of the two-hour investigational session, the jury issued the following statement:

"At the conclusion of examination of 20 witnesses, we, the grand jury of the City and County of San Francisco have found nothing to substantiate rumors of alleged shortages and irregularities in the District Attorney's office."

To this the San Francisco Daily News replied in an editorial:

"While the grand jury absolved District Attorney Brady of improper conduct of his office, a matter for congratulation, it failed to dispel the doubt that fills the public mind. It was ill-advised when it refused to take the public fully into its confidence in a matter so intimately connected with the public service. In justice to the community and itself, as well as Brady, it should not have

made a bare report that could be construed either as a confession of impotency or as assumption on the part of the jury that it, alone, was to be satisfied in the matter."

When the newspaper charges involving Burton and the District Attorney were first broached in the San Francisco papers, Brady replied: "Why rake up things that happened two or three years ago?" leaving the reader to infer that the newspaper charges were true. In reply to a direct question by the newspaper men, if the District Attorney or his associates had made good an alleged shortage by Burton, the District Attorney said: "I have nothing to say on that," a reply which was echoed by several of his subordinates.

In the same interview, Mr. Brady said:

"The City and County of San Francisco lost nothing through Burton. This office was never short in its accounts, so far as its deposits with the City Treasurer were concerned."

The newspaper charges were not that the City had lost money, except as to losing the value of Burton's services during the time it was alleged he was being carried on the City payroll in order to reimburse those who, it was said, were making good the reported shortage, which was placed in the neighborhood of \$3,000.

As the barrage of newspaper criticism continued day after day, the District Attorney, in a further interview, said:

"Even supposing for a minute that a man in this office had been short and that the rest of us got together and made it up so that the City lost nothing, would there have been any harm in that?"

Four days later the District Attorney flatly and unequivocally denied that there had been any shortage in Burton's accounts or that such a shortage had been made up by the employees and attaches of his office.

(Continued on next page)



The AMERICAN PLAN

—“Investigation Not Sufficient”

With Burton in jail at the time, along with Frank Brown, business agent of the Molders' Union, under indictment for the murder of John Goytan, an American Plan molder, last July, the District Attorney finally, as the result of the newspaper stories of misconduct in his office in connection with Burton, asked Attorney General Webb to take over Burton's prosecution. This the Attorney General refused to do and the District Attorney, replying to the refusal in a public statement, said:

“They want me to go into court and demand that one of the boys who used to work in my office be hanged by the neck until he is dead. . . . God knows that I am not the man to go into a court and seek my brother's blood. But, if all else fails and there is no recourse, I shall prosecute the case myself and the consequences be upon the heads of the people whose instrument I am.”

In another interview he said:

“The province of a District Attorney, as I conceive it, is not to see how many unfortunate human beings he can put behind prison bars but, rather, to employ the greater part of his time in digging for the roots of crime—evolving measures by which crime may best be prevented.”

He did not relate this statement to the conduct of his office during the four years of molder shootings and nine months of criminal attacks by carpenters' wrecking crews upon some 300 victims.

Another criticism leveled by the newspapers at the District Attorney was alleged irregularities in the handling of his contingent fund of \$7500 a year which was accounted for on the City's payrolls as going to operators A, B, C and D. This money, it was charged, really went for stenographic hire in the District Attorney's office. Sometime ago, in connection with a previous grand jury investigation of the failure of constituted authorities of San Francisco to stop the shooting of American Plan molders, the District Attorney replied that he had no funds for investigational purposes and that he was

compelled to rely solely upon the evidence furnished him by the police.

Newspaper allegations went far beyond the Burton charge which, however, was the only charge investigated by the grand jury. They involved allegations that the District Attorney gave protection to liquor-selling cafes and bookmaking pool-rooms. None of these angles of the Burton and Brady charges, however, was taken up by the grand jury.

The Bar Association and the newspapers of San Francisco are frankly dissatisfied with what has been described as the grand jury “white-wash” of the Burton-Brady affair. The San Francisco Bulletin met the single sentence exoneration of columns of charges with a cartoon showing the grand jury white-washing the District Attorney, while the San Francisco Chronicle answered it with an editorial captioned “This Investigation is not Sufficient.”

President Henry E. Monroe of the Bar Association was quoted in The Daily News as saying:

“The San Francisco Bar Association is not satisfied with the grand jury's investigation of District Attorney Mathew Brady's office. This silence on the part of Brady and the grand jury is unsatisfactory.”

WINDOW SMASHER SENTENCED

Alvin Carlson who, with Roy McNichol, was arrested on February 10th for smashing the window of a barber shop at 330 Fillmore Street to force the proprietor to pay a higher wage scale, was sentenced by Police Judge Jacks to 30 days in the county jail on the charge of malicious mischief. Carlson confessed that he was hired by McNichol to assist in the sabotage for \$10 per window. It was the seventh time that this particular barber shop had been attacked. McNichol, on the other hand, jumped his bail and fled to Chicago. The bail of \$25 was forfeited.



Labor Politicians Lose Spur Track Fight

Months of effort by a group of San Francisco labor politicians to seize control of spur track privileges in San Francisco have failed.

Mayor James Rolph, Jr., finally vetoed an amendment jammed through the Board of Supervisors which would place San Francisco industry at the beck and call of irresponsible self-seeking labor bosses.

In vetoing the measure, Mayor Rolph said:

"This amendment to the city spur track ordinance provides that industrial concerns granted permits to build spur tracks in San Francisco shall commit no acts in restraint of trade. I return the ordinance without my approval on the ground that there is no benefit for Labor or Capital in it and on the ground that it places San Francisco at a disadvantage in competition with every other city in America and is thus an injury to the entire community, and on the broad ground that such a measure adopted at this time cannot serve any honest purpose and is mischievous in attempting to stir up industrial animosity."

The Mayor's veto came within the allotted time of ten days after the adoption of the amendment by the Board of Supervisors at the behest of Frank C. MacDonald and after the Mayor had given full hearing to representatives of the San Francisco Chamber of Commerce, the Downtown Association, and numerous others who opposed it vigorously, and also to its proponents.

The Board members who voted in favor of the measure were Supervisors John Badaracco, Andrew J. Gallagher, Frank C. Havenner, Milo Kent, James B. McSheehy, Thomas Powers, Alfred Roncovieri, Walter Schmidt, William Stanton (also President of the San Francisco Labor Council), and Charles Todd. Those

who stood out against labor's attempt to penalize San Francisco industry were Supervisors Milton Marks, Louis Byington, Jesse Colman and J. Emmett Hayden.

The full text of the ordinance for which labor has been lobbying since last November was as follows:

"In every permit hereafter granted for spur track on any public street in the City and County of San Francisco there shall be incorporated express provisions that the right thereby granted shall not be used for purpose of creating, promoting or maintaining any agreement or combination in restraint of trade; and that the said right is granted upon the distinct understanding that the holder of such permit, in the sale and delivery of goods, materials and supplies transported over such tracks, will sell and deliver requiring from the purchaser any promise, agreement or understanding, or evidence of any kind thereof, that such purchaser is or will become a party to any agreement or combination in restraint of trade, or to employ a certain class of labor. All spur or side tracks laid down and in use under permits issued from and after November 23, 1907 and until the taking effect of this section, shall be deemed to be subject to the provisions hereof and all such permits shall be deemed to have incorporated therein the stipulation contained in this section."

The ordinance was drafted by Theodore Johnson, Legal Adviser of the San Francisco Labor Council and was introduced by Supervisor Stanton, President of the San Francisco Labor Council. In commenting upon the adoption of the measure, "Organized Labor," official organ of the San Francisco and State Building Trades Council, gave almost full credit to



The AMERICAN PLAN

—“Unjust”

President MacDonald of the State Building Trades Council of California for what it termed a “victory.”

In his veto of the measure, Mayor Rolph justly pointed out its viciousness.

“It is contrary to all principles of justice.” The Mayor said, “We have had in the past corrupt Boards of Supervisors. Could anybody conceive of a greater opportunity for blackmail and corruption than this ordinance offers to an unscrupulous board to traffic in spur track privileges? This ordinance it is pretended might be a protection to organized labor. Nothing could be more contrary. According to its words, if any person using a spur track should make a contract for the employment of organized labor only, a Board of Supervisors hostile to union labor could revoke the permit.”

This, of course, union labor leaders well knew but they predicated their fight for the ordinance on confidence in their ability to maintain a majority of representatives on the Board of Supervisors in the future. The whole fight was an outstanding example of misleadership and short-sightedness by union labor officials and should acquaint the rank and file of San Francisco union men to the necessity of a higher type of leadership for the labor movement. Particular credit should go to the San Francisco “Chronicle” and the San Francisco “Bulletin” for an almost continuous editorial barrage which these papers laid against the abortive legislation. They were constantly vigilant in the support of San Francisco’s business men and their fight against the measure. The effort to put over this amendment to the spur track ordinance and to give a handful of professional labor leaders control of San Francisco industry is probably ended for the time being although the measure is still before the board.

MOLDERS’ UNION SUED FOR \$250,000

Unprecedented in the labor annals of San Francisco, suit for \$250,000 damages was filed recently against the International Molders’ Union and the San Francisco local of that union by Mrs. Rose Mary Goytan for the murder of her husband, John Goytan, American Plan molder, last July and for which Frank Brown, business agent of Molders’ Union No. 164, and Robert Burton, of the same union, are under indictment on charges of murder. The suit filed in the Superior Court is in behalf of Mrs. Goytan and her two children, Rose, aged four, and Doris, a baby born after the molder gunmen “got” her father because he would not quit his job as American Plan foreman in the Enterprise Foundry. Mrs. Goytan asks \$100,000 for her husband’s death and \$150,000 in punitive damages. In all, 82 officials of the International Molders’ Union and of local Union No. 164 are named in the list, including Brown and Burton.

According to Mrs. Goytan’s suit which may presage suits aggregating a million dollars against the Molders’ Union, the Goytan murder was a direct result of the effort of the Molders’ Union and its officials to force the closed shop in the foundry industry in San Francisco by intimidation of American Plan molders. The complaint assumes the position that the men who actually shot John Goytan are not alone responsible for the murder; that in taking his life they were merely the agents of the union officials who, in turn, are agents of the union organization. The possibility of suits totaling huge sums is evident from the fact that there have been 47 victims of molder gunmen and sluggers since the molder trouble broke out in 1922. Two men have been killed, one of them a union man, and three have had their legs amputated. Altogether, 19 have been shot.

No doubt John Goytan’s wife will have the support of the people of San Francisco in her suit and, at the same time, she may have opened up a way to stop the orgy of shootings and beatings visited on the city for four years allegedly by molder gunmen.



Carpenters' Murder Trials Started

More than a year after union carpenters struck on April 1, 1926 for a closed shop in San Francisco the first two of nine members of strike wrecking crews responsible for a crime orgy lasting nine months are on trial at this writing for the murder of M. I. Campbell, an aged American Plan carpenter who was attacked last October while at work on an American Plan construction job. Although A. J. Mooney, Pacific Coast Organizer for the United Brotherhood of Carpenters, and Paul Clifford, business agent of one of the carpenters' local unions, are jointly charged with Campbell's murder along with seven other defendants, the first of the nine to face a jury are Gus Madsen and George Pesce whose repudiated confessions led to the arrest of the other indicted men. Severance of the cases of Madsen and Pesce was ordered by Superior Judge James C. Conlan, who is sitting in the trial, at the request of counsel for the union men and with the consent of the district attorney.

In addition to Mooney and Clifford the other defendants are Christopher O'Sullivan, James Moore, Albert Moore, John J. Cannon and Clarence Walton. They were rounded up by the police and indicted by the Grand Jury shortly after Campbell was beaten to death on October 21, 1926, as the culmination of a reign of terror which began on the day that the strike was called and claimed 300 victims. Madsen and Pesce were arrested under orders of Chief of Police O'Brien and confessed to their employment as strike thugs. Shortly after the arrest of Mooney and Clifford counsel for the union men announced that they had repudiated their confessions, charging, as usual, that their signed, sworn and witnessed statements

revealing the inside workings of the strike crime conspiracy were obtained under police duress. Nevertheless they voluntarily repeated their confessions to the Grand Jury where every opportunity was given them at the time to deny them had they been untrue and where they were constantly advised by the District Attorney's representative and grand jurymen of their constitutional right to refuse to testify.

DELAYED JUSTICE

It has taken five months to bring these strike murder charges to trial owing to conditions in the District Attorney's office and indications were at the opening of the trial of Madsen and Pesce that it will require many more weeks to conclude them. Meantime all of the defendants are still out on bail which was granted soon after their arrests as are nearly 60 other alleged members of the wrecking crews awaiting trial since as far back as May, 1926, on felony charges of conspiracies to commit crimes.

BRADY ABSENT

District Attorney Brady so far has taken no part in the murder trial, leaving the prosecution of the case to two of his deputies and under the direction of Assistant District Attorney Harmon D. Skillen. This is in consonance with the District Attorney's usual practice, he having personally appeared in the prosecution of cases only three times since he took office in 1920. He has never participated personally in the prosecution of any of the crimes growing out of the carpenters' strike.

The closed shop is the locked shop

Support the American Plan

The American Plan means
industrial freedom

Collective bargaining and arbitration failed in San Francisco industrial relations. The Impartial Wage Board succeeds.



The AMERICAN PLAN

Bar Association Will Investigate District Attorney

The Board of Governors of the San Francisco Bar Association has undertaken the task of a full investigation of the conduct of the office of District Attorney Mathew Brady and of his personal conduct as it relates itself to the execution of his obligations as a public prosecutor for the City and County of San Francisco. The decision of the Governors of the Bar Association to undertake the responsibility of this public task so sadly needed, came hot upon the much criticised two-hour Grand Jury "investigation" of Brady's relations with Robert Burton, a former employee and officer of the Molders' Union, who is now under indictment for the murder of John Goytan, an American Plan molder.

The Bar Association's investigation will be a sweeping check of Brady's conduct as a public official and of the handling of the public affairs committed to his office during the six years of his administration. In announcing the decision of the Board of Governors, a decision which was taken only after many meetings of the Board, Henry E. Monroe, President of the San Francisco Bar Association, said:

"In deciding to conduct this investigation, the Board of Governors was in no way influenced by conditions in Brady's office growing out of the industrial or labor situation. We will, of course, go into the Burton situation so far as the charges that he drew pay as a member of the District Attorney's office staff while not performing any duty, but, further than this incident, it is our purpose to go into every detail of the conduct of the District Attorney, not only directly with the affairs of his office but with his personal conduct which might be considered as reflecting on his official conduct."

The Grand Jury investigation and the

Bar Association's investigation followed a barrage of newspaper charges involving allegations that a \$3,000 shortage in the accounts of Burton when he was an employee of the District Attorney's office was made up by continuing him on the payroll 16 months after his dismissal. Beyond the Burton charges, the San Francisco press carried statements by Police Captain Layne that Brady had used the District Attorney's office to protect underworld resorts violating state and national laws.

President Monroe of the Bar Association also said:

"This investigation is the result of an impartial belief that the people of San Francisco are entitled to know if there is any real foundation for the generally circulated reports concerning the manner in which the office of the District Attorney has been run. We will try to establish the truth or falsity of these reports and Mr. Brady will be afforded an opportunity to refute them."

The Bar Association will invite everybody in San Francisco who has facts bearing upon the conduct of Brady's office, including District Attorney Brady himself and his attaches, to appear before it. In case the investigation establishes the truth of the Burton payroll charges and other reports, disbarment or ouster proceedings will probably be recommended by the Bar Association with, of course, competent legal talent to press them.

The Board of Governors of the Bar Association who thus make themselves responsible to the people of San Francisco to clear the good name of the city of the stigma which has been attached to it throughout the United States are: H. U. Brandenstein, Walter S. Brann, Frank P. Deering, Perry Evans, William P. Hubbard, F. M. McAuliff, Albert Rosenshine and William M. Simmons.



Reds Charge Strike Defeat

The aftermath of the settlement of the eleven months' carpenters' strike on the basis of the American Plan and mutual guarantees between officials of the Carpenters Union, the Industrial Association and the Builders' Exchange was an attempt on the part of some 500 or 600 radicals inside the union who were responsible for the orgy of strike crimes, to break up their own union. The settlement negotiated by General Representative Muir of the United Brotherhood of Carpenters and Joiners of America was ratified by the rank and file of the carpenters of the Bay District by a secret ballot which showed a vote of 1923 in favor of a proposed settlement to 623 against it.

Hardly had the submitted proposition been ratified than representatives of the Red minority circulated an anonymous attack upon their own union and upon not only the leaders who had conducted the strike but upon those who ended it. In the first paragraph of this unsigned attack the instigators of industrial unrest said:

"In spite of the splendid struggle of the membership, the carpenters have suffered a disastrous defeat. No quibbling over the agreement, no twisting of the meaning of any of its provisions can hide in the least the extent of the defeat we have suffered after eleven months of struggle. . . . The strategy of our leaders to 'go it alone' has brought the final result of the complete victory of the Industrial Association and the bosses' program of the Open Shop in the building industry."

This anonymous contribution by the radical group to the history of the Carpenters' Strike credits the Industrial Association with invoking the Permit System with "deadly effect." The circular goes on to criticize the conservative leaders of the carpenters bitterly for their alleged failure to employ mass picketing even in the face of injunctions and the picketing ordinance of San Francisco. Commenting upon the activities of the

Industrial Association, the authors of the anonymous bulletin said:

"During the whole period of this struggle the Industrial Association carried on a far reaching campaign of propaganda. They commandeered every channel of information in their attempt to mobilize public opinion against our cause."

Despite the fact that the strike leaders did employ constant propaganda even to the extent of paid advertising, their detractors charged a complete failure to meet the Industrial Association's effort in spreading the truth of the strike.

The otherwise anonymous bulletin, signed "The Carpenters' Progressive Group" acknowledges that the 600 minority voting against the strike settlement proposition is responsible for the attempt to undermine the carpenters union and promises to "continue the struggle against the open shop." "They (the 600 minority) will lead the fight to bring back every lost member into the Union." The circular concludes with the following call to arms:

1. Cooperation between building trade unions for Joint Action.
2. Against the so-called American Plan.
3. For the closed shop.
4. Organization of the unorganized.
5. Five-day forty-hour week.
6. Wage increase.
7. Election of General Organizers by districts in which they function.
8. Militant fight against injunctions.
9. Repeal of all anti-labor legislation.
10. For a Labor Party based upon the Trade Unions.

Plainly, this is an attempt not only to form a ONE BIG UNION in the building trades in San Francisco but as is specifically set forth under No. 10 of the above purposes, an effort to form a trade union labor party. While in all probability it will not succeed, it means not only that the conservative, intelligent organized carpenters of San Francisco will have to protect their welfare and prosperity but that the Industrial Association

(Continued on page eleven)



The AMERICAN PLAN

Labor Will Finance Molders' Trial

(Continued from page two)

up evidence against the men under arrest for several months, swung into action and gathered them into jail.

The police case against Brown and Burton and the other alleged terrorists was worked up by Lieutenant of Police Dullea and Detective Sergeants Hyland, McDaniel, Ayer, Dowell and Keck of the Homicide Squad. According to the police, they have in their hands more evidence than they found necessary to present to the Grand Jury to obtain the indictments, although the evidence given there was said to be voluminous.

Organized labor is, of course, going to the defense of Brown and Burton especially, along with the others despite the fact that Captain Matheson, Chief of Detectives, has said—"The public will be surprised at some of the documentary evidence we intend to produce."

Labor will assess itself to finance the defense which includes in the case of Brown and Burton other charges besides the murder indictments.

This is evidenced by the following communication sent by Wm. P. Stanton, President of the San Francisco Labor Council, and John A. O'Connell, Secretary, to all unions in San Francisco in conformity with a resolution adopted at a regular meeting of the Labor Council:

"To provide proper legal defense for the accused officers and members of Molders' Union No. 164, the San Francisco Labor Council hereby most earnestly appeals to each affiliated union to contribute at the rate of 50 cents a member.

This long and arduous struggle of the Molders' Union against the establishment of the American Plan in the foundry industry has been waged by the union successfully against great odds, and as we

firmly believe, always in conformity with the law of the land, and from our knowledge of the characters of the leaders on both sides we can view the bringing of these indictments in no other light than as a last desperate and cruel attempt on the part of the union's enemies, to discredit and destroy it, by turning public confidence and sympathy away from its cause, and incidentally to make organized labor in general odious in the eye of the public.

Under such conditions, and inspired by a high sense of fealty and faith in the labor movement, in the rectitude of its acts and purposes in the struggle for the establishment of industrial justice, we believe that we as members of the movement have in this case a noble and sacred duty to perform; we must uphold labor's cause and protect it against wrong and injustice, conscious that in so doing we are but upholding the constitutional rights of members of unions as American citizens, when we accord to these men, as we accord to all other accused persons, the presumption of innocence and the right and guarantee of a fair and impartial trial.

In responding to this appeal, each organization is requested to take steps to have the money forwarded as quickly as possible to this office, which will promptly turn over all funds to the proper authority handling the defense."

LATHERS QUIT FIVE-DAY WEEK

San Francisco Local No. 65 of the International Wood and Metal Lathers' Union of America have given up their attempt to enforce the five-day week in San Francisco. Last January the local adopted a resolution putting the five-day week into effect but they returned to Saturday morning work on April 2 after rescinding the January resolution.



Reds Want Labor Party

(Continued from page nine)

will have to maintain a vigilant attitude to protect San Francisco against the implications of such an organization.

Let it be repeated that the Carpenters' Strike ended in a "square deal" for all parties concerned. The strike itself, called on April 1st, 1926, to enforce the closed shop in the building trades in San Francisco was the result of the disconnected thinking of the very men responsible for the circular quoted above. It was an unnecessary strike which cost the carpenters union upwards of \$500,000 and the carpenters themselves and the people of San Francisco a vastly greater sum. It was conducted by leaders of the very Reds who now try to blame the conservative leaders for its conduct and its end. The Mooneys and the Cliffords and scores of others now under indictment for strike crimes began and developed the strike and when they failed the conservatives ended it. It is well to repeat here the basis upon which they ended it, a proposition ratified by a more than 3 to 1 vote by the rank and file of union carpenters:

1. That the strike called by the Bay District Council of the United Brotherhood of Carpenters and Joiners of America on April 1, 1926, be regarded as at an end.

2. That the Industrial Association will on February 20, 1927, suspend the operation of the Permit System for so long a time as there is no interference with the right of a mechanic in the building trades to seek and find employment irrespective of his affiliation or non-affiliation with any organization and/or until such further time as in the judgment of the Industrial Association the re-establishment of the Permit System may become necessary.

3. That the material and lumber yards operated by the said Bay District Council of Carpenters in San Francisco and Alameda Counties be closed down on February 20, 1927, and, as soon as possible thereafter, all stock in these yards and the yard equipment will be sold for their market value, said sales to be made under the direction of a committee representing said Bay District Council of Carpenters and with the assistance of a committee representing material and lumber dealers in the persons of William H. George, Matthew Harris and Frank O. Hatch.

4. That the Industrial Association and the Builders Exchange reaffirm their previous announcement to the effect that they will uphold the wage scale for 1927 as established by the Impartial Wage Board, nine dollars per day for an eight hour day being the standard for journeymen carpenters.

5. That all parties hereto pledge themselves to the practice and principle of adjusting disputes between employers and employes over hours and wages by conferences to the end that strikes and lockouts may be avoided.

That proposition has been carried out to the letter. Every promise made by General Representative Muir and the other representatives of the Carpenters Brotherhood has been fulfilled and every guarantee made by the representatives of the Industrial Association and the Builders' Exchange has been fulfilled or is being carried out at this time. In fact while some labor leaders are attacking the Permit System in the State Legislature in an attempt to ban it under the provision of the Cartwright Act, the Industrial Association has turned its use to the ends of labor, to enforce a square deal for not only carpenters but for every building trade mechanic in San Francisco. Whereas but a few months ago it was used as a last resort to protect the City against the dictatorship of Red labor leaders, today, if necessary, it will be used to enforce the increased wage schedules fixed for 1927 in the building trades by the Impartial Wage Board with both non-union and American Plan workmen benefiting equally.

CARPENTER'S BAIL FORFEITED

Robert Yeargos, accused along with James O'Sullivan of a felony during the carpenters' strike, failed to appear on March 19th for arraignment and to plead, and his bail of \$125 was ordered forfeited, and a bench warrant issued in Superior Judge Roche's court. Forfeiture of bail is one way to hold sixty-odd accused members of the carpenters' wrecking crew in San Francisco to answer to the charges pending against them for the nine months' crime orgy visited upon the city by them.



The AMERICAN PLAN

APPRENTICES WIN DIPLOMAS

Twenty-six apprentice plumbers who qualified under the terms of the Master Plumbers' Joint Apprenticeship Committee of San Francisco as junior mechanics, were awarded certificates of graduation in March at the Industrial Association trade schools at 1120 Howard Street. The event marked an important step in the progress of the Association plumbing school and the Association program of training first class mechanics in agreement with the master plumbers of San Francisco.

A. J. Wilson, President of the National Master Plumbers' Association, stated recently that the work of the Association trade schools in plumbing has been the most successful of any city in the United States.

The graduates were presented with their certificates entitling them to junior grade rating by Frederick J. Koster, a director of the Industrial Association, who spoke on "The Industrial Association's Interest in the Junior Mechanic Plumber and the Master Plumber." Alexander Coleman, Secretary of the National Plumbers' Association, spoke on the problem of getting good mechanics and enforcement of the apprenticeship agreement. Others who spoke were V. H. Kehler, President of the Junior Plumbers' Social Club; J. Ahlback, President of the California Sanitation League; W. P. Goss, President of the California State Master Plumbers' Association, and H. L. Pierce, Director of Training for the Industrial Association Trade Schools through which some 1500 apprentices have passed during the last four years. J. C. Staudinger, school instructor, also spoke on what the Industrial Association school was doing for the apprentice.

Those who received graduation certificates were:

Elmer Anderson, Walter Fitts, Otto E. Brauml, B. L. Mullinix, T. Fernandez, Fred Lundahl, Ray Forster, Grant Frost, Tom Sullivan, Dewey Jewett, Jack Tyers, O. R. Johnson, Bernard Mayer, Tom O'Neil, R. P. Trezise, H. J. Weeks, John Sposito, Frank Lamont, W. Dunaway, A. Pollia, A. F. Sinclair, Chas. England, F. Schwenger, H. Koenig, K. Griswold and C. Rodegerdts.

KELLEHER & BROWNE RENEGE

Kelleher & Browne, advertising as "The Irish Tailors" and located at 716 Market Street, have deserted the American Plan inaugurated by the Merchants Tailors Association and have gone back to union closed shop conditions. In a circular recently broadcast to "Trade Unionists and Friends" Kelleher & Browne said:

"We always regretted severance of our relationship with the Union."

"This is to announce to trades unions, their members and their friends that this firm, known as Kelleher & Browne, The Irish Tailors, has resumed contractual relations with the International Union of Journeymen Tailors."

No doubt many San Franciscans will interpret the deflection of Kelleher & Browne from the American Plan as notice that they do not want the business of other than union men and closed shop sympathizers. "We most sincerely hope," they said in their circular, "that the trades union public will reciprocate and again favor our firm with their patronage."

LOST FROM THE CALENDAR

Police court cases are apparently like calendar dates. They can be lost. Last month the case of *The People v. Calvin* and 32 others on a charge of rioting in the carpenters' strike was to come up for trial of a morning in the police court of Judge Jacks. The case did not appear upon the calendar and no one appeared from the District Attorney's office to represent the people in the prosecution of him. Inquiry from the clerk of the court elicited the information that he was going to drop the cases from the calendar and that a representative of the District Attorney's office told him to "Do what you want with them."

AMERICAN PLAN INCREASES PRODUCTION

Production of Pierce, Jensen, Inc., San Francisco furniture manufacturers, showed a 25 per cent increase for February under the American Plan, as compared with January, when the plant was run under union conditions.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VI

NO. 3



MAY-JUNE
1927



Labor Lobby Fails

Bar Tries Brady

Carpenters' Murder Trials

\$3000 Probation For
Strike Thugs

Molders Stall Murder
Trials

Open Shop Conference

Craft Club Organized

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

Bills Lost By Labor

Among other bills which Labor lost in the last session of the Legislature were:

Senate Bill 258 in which the Labor Lobby attempted to dictate the use of funds accruing to public utilities through rate increases.

A bill to strengthen the women's eight hour law.

A measure to create a tax-eating bureau of motor vehicles in intra-state traffic.

Bills to tighten the eight hour work day on public improvements.

A bill to place private detective agencies and shop investigators at the mercy of union officers.

A bill to compel the printing of public school textbooks in the state printing establishment.

A bill to tax California industry for old age pensions.

A bill to limit the working hours of city firemen and thus raise the cost of municipal fire departments through the employment of more men.

A bill prohibiting employment of minors as motion picture operators.

A plumber's license and sanitation bill which would throw control of the plumbing trade into the hands of union labor.

A bill to compel workers to lay off one day in seven.

Labor succeeded with the support of other groups in passing:

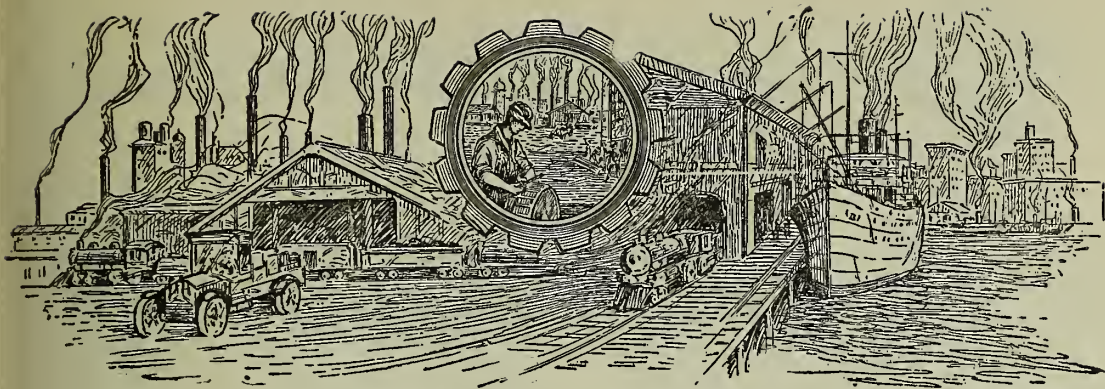
Four bills amending the Employment Agency Act.

A bill establishing credit unions.

Enlargement of the scope of the Absent Voters' Law.

Assembly Bill 68 permitting nomination of presidential electors by petition.

A sheaf of bills amending the Workmen's Compensation Act were defeated along with all of the bills proposed by the Railroad Brotherhood Lobby with the single exception of a measure providing for the payment of witness fees to railroad employees attending inquests. Likewise a labor-approved bill to modify the Criminal Syndicalism Act was defeated by failure to get it out of committee.



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Santa Fe Building, San Francisco
Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

Union Legislative Program Fails

The biggest "special interest" lobby in Sacramento during the last session of the California Legislature belonged to Organized Labor. Yet Labor failed almost completely in its legislative program, lost all of those bills drawn for its selfish advantage in its attempt to coerce California industry, won support of all hands for other measures equitable to Labor and Capital alike. At the end of the session the score stood: Won by Labor, 13; Lost, 28; Total, 41.

"The most reactionary legislature from the labor standpoint in 20 years," was the way Labor Senator Daniel C. Murphy put it at the close of the session. "Right," echoed Paul Scharrenberg, lobbying State Harbor Commissioner and Secretary of the California State Federation of Labor. "Not a single major measure on the labor program received approval," he said in a statement scoring the agricultural representatives and everyone else who refused to bow to the labor lobby which included Frank MacDonald, President of the State Building Trades Council and John O'Connell, Secretary of the San Francisco Labor Council, and others. Scharrenberg's activities as a labor lobbyist while receiving \$350 a month as a state appointee drew a devastating fire of criticism from many legislators who resented the high-handed

methods and the coercing activities of the union leaders.

Not the least that the union labor chiefs, acting as an organized political lobby, lost in the Forty-Seventh Session of the California Legislature was the sympathy of the powerful farm bloc representing 70,000 farmers in the state. They had been patting the legislative representatives of the California farmers on the back, promising tit for tat and had mapped out a loose working arrangement which the farm representatives thought real until along came the Scudder Bill to relieve the poultrymen of the state from tremendous losses they were taking through the operation of the eight hour law for women in egg candling.

In the spring, it seems, a young hen's fancies turn to laying eggs and the poultrymen have been hard put to get candlers enough to keep up with the hens' ambitions. As this state of affairs is purely seasonal, the farmers through the Agricultural Legislative Committee brought about the introduction of a bill to permit women egg candlers to work more than eight hours a day when necessary to keep up with the hens.

But when Ralph Taylor, Secretary of the Agricultural Legislative Committee, and formerly Professor of Pomology in



The AMERICAN PLAN

the University of California, peeped through his periscope for a succoring sail when the Scudder Bill was pounding on Committee rocks, he found, instead, Labor's guns trained upon him and heard Scharrenberg threatening to sink without trace every agricultural measure sponsored by the farmers unless they dropped the Scudder Bill fight. The farmers refused and drove through both houses of the Legislature to a victory against repeated assaults in committee and on the floor by the labor legislators under command of the union lobbyists. It will require some expert political surgery to patch up the farmers' wounds and make them forget the stabs the infuriated union leaders gave them in the Scudder Bill fight.

All of this is worth a few hundred words because of its bearing on the next session of the Legislature two years hence when the union lobbyists will renew their never-ending fight to promote class legislation and control industrial enterprise by statute. No doubt the farmers of California have discovered that some professional labor leaders are for themselves and nobody else and, furthermore, that agriculturists can get everything within reason in California without opening themselves to disaster through a labor-farmer combination.

The three measures of outstanding importance on Labor's 1927 legislative program and in the defeat of which the Industrial Association played an important part were:

1. Senate Bill 189 amending the Cartwright Anti-trust Act to include the Permit System employed by the Industrial Association. As this would have disarmed San Francisco industry of its only weapon against strike orders of radical San Francisco labor leaders and against the closed shop monopoly in San Francisco industry, the Association took the lead in the fight against the measure and it may be truthfully said that the Association was responsible for its defeat in one of the sharpest battles of the legislative session.

2. Assembly Bill 177 curtailing the constitutional right of employer and employee to enter into contracts of employment and hire whereby either party agrees not to join a union or an employers' organization. This was a direct attack by labor to restrict freedom of contract and to impose the closed shop on employers by state legislation.

3. Constitutional Amendment No. 15 furtively drawn to rob California courts of equity of injunctive power by compelling jury trials in contempt of court cases. This raid upon the bulwark of our judicial system was so obvious that the measure died in Committee when the Industrial Association revealed its secret purpose not only to legislators but to the general public through the newspapers of the state.

Throughout the closing half of the Forty-seventh legislative session, Labor's political chiefs were constantly howling through sympathetic newspapers and their own journals that "this is a special interest session." Yet at the same time these labor politicians constituted the biggest special interest in Sacramento and had in hand the most elaborate legislative program. The fact is that not only in California, but nationally, union labor is one of the three great special interests compactly organized and financed to influence state and federal legislation. Talk about the power of Wall Street becomes mere drivel when the diverse business lobbies of the country are compared to the unified, nation-wide organization of the American Federation of Labor and the Railway Brotherhoods numbering millions of men, reaching into every city, town and hamlet of the United States and financed annually to the tune of millions of dollars. All of which is perfectly proper until Labor tries to use that power as it attempted in the last session of the California Legislature to destroy the powers of our courts, freedom of contract and industrial liberty. Not only is the labor lobby supported by millions of dollars

(Continued to page 8)



Brady Accused of Juggling Payrolls

District Attorney Brady is on the front pages of the San Francisco newspapers again charged before the Board of Governors of the Bar Association of San Francisco with falsifying his office payrolls, of protecting disorderly houses, gambling joints and bootleg dens and of using his office to quash prosecution of felony cases. Ten indictments were brought against him by the investigating committee of the Bar Association after weeks of investigation and probing and as the Bulletin goes to press these charges are being prosecuted by the investigating committee before the Board of Governors in a trial which Brady refused to attend.

Not since the notorious graft prosecutions twenty years ago which sent Abe Ruef to San Quentin have such serious charges been lodged again a public official. In brief, they are:

1. That Brady certified warrants to the amount of \$2,293.92 for the pay of Robert W. Burton as a clerk in his office from November, 1923, until February, 1925, when Burton was not an employee of the District Attorney's office and during which period he rendered no services to the City. This is an outgrowth of an alleged shortage of approximately \$2,500 found in Burton's accounts when he was an employee of Brady's office in charge of bail moneys prior to November, 1923. Burton, an officer of the International Molders' Union, is now before the Superior Court charged with the murder of John Goytan, an American Plan molder, last July.

2. That Brady certified the name of Charles R. Holton, a notary public, to the city auditor for \$375 a month for five months while Holton received only \$50 a month. This amounts to an overdraft of the City's money of \$1,950 and allegedly occurred in the months of September, October, November and December, 1924, and January and February, 1925.

3. That the District Attorney falsified payrolls and warrants of September, 1924, to show that Alex McCulloch, an attor-

ney, had received \$187.50, whereas he is alleged to have performed no service for the City and was never sworn in as an assistant in the District Attorney's office.

4. That Brady disbursed a contingent fund of \$7,500 a year for other purposes than those for which it was supplied and failed to render proper accounts of the disbursements.

5. That Brady suppressed and blocked the prosecution of Reginald E. McColgan on charges of forgery of deeds to property valued at a large sum of money.

6. That Brady constantly intervened against the efforts of the Police Department to convict keepers of disorderly houses, gambling places, and bootleg joints, and failed to defend police captains against injunction suits brought to prevent them from raiding such places.

7. That Brady himself habitually frequented and patronized bootlegging dens.

8. That the District Attorney was derelict in his duty in failure to prosecute charges involving a statutory offense against a ten-year-old schoolgirl in the case of the People v. George F. Morse, a janitor in one of the San Francisco public schools.

9. That he was likewise derelict in his failure to prosecute a similar case against one William Delaney for contributing to the delinquency of a minor.

10. That Brady was derelict, also, in refusing to prosecute a case of burglary against one Montgomery, who, allegedly had political friends in San Francisco's underworld.

The investigating committee, when it filed its charges with the Board of Governors of the Bar Association, sent a copy simultaneously to the District Attorney and invited him to attend a hearing of the charges before the Board of Governors on May 24th. After reviewing the allegations of the investigating committee, Brady flatly refused to attend the hearing and has likewise ordered certain of his deputies to refuse to go before the Governors of the Bar Association. In lieu



The AMERICAN PLAN

of this, the investigating committee called upon the District Attorney to obtain information from him after he had scored the committee for seeking to obtain information from some of his deputies without first consulting him. However, when the committee called upon Judge Brady, he refused to answer any questions or to permit his deputies to answer questions because the committee had brought a stenographer with them, Brady demanding that he would not discuss the situation unless the reporter was dismissed from the room.

In the main, the District Attorney's answer to the charges has been "political frame-up," inevitably the answer of a weak defense. In a letter to the Bar Association he criticised that outstanding organization of San Francisco attorneys embracing in its organization and among its officials, present and former members of the California Supreme Court, the District Court of Appeals, and Judges of our Superior Courts, directing particularly his fire at Henry E. Monroe, President of the Bar Association, who, in ordering the investigation and hearing of the Brady charges, was simply carrying out the decision of the Board of Governors of the Association to probe the newspaper allegations and rumors regarding Brady's office.

The first of the charges to be heard by the Board of Governors was that involving Robert Burton. John O'Gara, head of the investigating committee, filed with the Board documentary evidence including photostatic copies of the pay warrants drawn in Burton's favor while Burton allegedly was not an employee of the District Attorney's office and while he was in Los Angeles, Portland and other cities on the Pacific Coast working as an organizer for the Molders' Union. O'Gara likewise presented photostatic copies of a Portland hotel register showing Burton's name and affidavits proving that he was in Oregon working for the molders when Brady was issuing pay warrants for him.

In this charge the story goes that when Burton's alleged shortage was discovered in 1923 and he was dismissed, other deputies in the District Attorney's office put up the money to cover the shortage and then were reimbursed from month to month by the pay warrants drawn in Burton's favor. So far, Brady has not put in any defense to the Burton charges so seemingly well documented and so serious that they alone would constitute cause for his dismissal from office.

Another charge was that Brady carried Charles R. Holton on the public payroll for six months at a salary of \$375 a month when Holton actually received only \$50 a month. It was brought out in this case, as in the Burton case, that Milton Choynski, a deputy District Attorney, is actually in command of the disbursements of the District Attorney's office; that he, instead of Brady, certifies warrants against the public funds and the payrolls of Brady's office. Deputy City Auditor Sharp identified Choynski's signatures on checks and stated that it was only two weeks ago that he discovered that Choynski was signing the payrolls of the District Attorney's office instead of Brady and that Brady's name was in the handwriting of Choynski. Neither Brady, Holton nor any of Brady's deputies put in an appearance before the Board of Governors to testify on the payroll padding charges.

The first session of the Board of Governors in the hearing of the Brady accusations was marked by an attack upon the integrity of the Board by Attorney E. V. McKenzie, who said that he was appearing as a voluntary defender of attorneys in cases which Brady was charged with having quashed. At the same time, but without stating that he was representing Brady, he charged that the Board was actuated by political prejudice against the District Attorney and without any foundation, whatever, for his charges were able to accomplish his purpose of injecting his remarks into the newspaper accounts of the hearing.



Mooney's Gang In Second Murder Trial

The wheels of justice in the carpenters' strike murder cases are grinding slowly but, at least they are grinding, after months of delay. At the present time the second trial of George Pesce and Gus Madsen, charged along with Archibald Mooney, Paul Clifford and five other members and agents of the Carpenters' Union with the murder of C. W. Campbell, an American Plan carpenter, last October, is under way in the Court of Superior Judge Conlan following the disagreement and discharge of the jury in the first trial on April 28th.

Meantime, Mooney, Clifford and the other defendants, from whose cases attorneys for the defense asked a severance of the trial of Pesce and Madsen, are vacationing on bail, as they have been since last November, and, of course, are attending the trials of their fellow defendants at the expense of the Carpenters' Union. When they will be tried, it is hazardous to guess, even as it is difficult to prophesy when more than 60 other officers, agents and members of the Carpenters' Union will go to trial on felony charges for strike assaults dating as far back as April, 1926.

The first trial of Pesce and Madsen lasted some six weeks only to end in an 8 to 4 disagreement after 48 hours of deliberation by the jury. Until the last moment in its deliberations, this jury stood 7 to 5 for conviction on the murder charge when they switched to 8 to 4 for conviction with no prospect of a change of attitude on the part of the jurors holding out for acquittal.

The first trial of the strike murder defendants was turned into an assault upon the Police Department, particularly the detectives who ran down the defendants and obtained from them their confessions implicating Mooney, director general of the crime campaign, Clifford, his lieutenant,

and the others who are awaiting trial for the attack upon Campbell. Day after day, during the six weeks which it took to obtain a jury and put in the evidence, attorneys for the defense pilloried and insulted Lieutenant of Detectives Dullea, Detective Sergeants Dowell, Hyland, McDaniel, Otto Fredrickson, and Detective Ayer, charging that they had beaten the confessions out of Pesce and Madsen. They apparently succeeded in fooling enough members of the jury to cause a disagreement, despite the fact that the confessions of the two defendants were in evidence before the jury, that they appeared voluntarily before the Grand Jury and told the same story of their activities and the alleged guilt of Mooney, Clifford and their fellow defendants in the Campbell case, and despite the testimony of all of the detectives concerned and of Captain of Detectives Matheson that not a hand was laid by the police upon either of the accused. Against Attorneys Nate Coghlan and Alexander O'Grady for the accused strike murderers, District Attorney Brady assigned Harmon D. Skillin, one of his deputies, to conduct the prosecution by the State.

One of the dramatic moments in the first trial came when Judge Conlan, in the midst of an examination of Pesce's wife by counsel for the defense, suddenly rose from the bench and commanded Pesce to "stop signaling the witness." When defense counsel objected that he did not think Pesce was coaching his wife on the witness stand Judge Conlan stated: "I know he was. I saw him."

Perhaps this incident illustrates as well as anything else what happened during the long, drawn-out first trial, the attitude of the defense and the lengths to which it went to thwart justice in the Campbell case.



The AMERICAN PLAN

Thugs Get Probation; Union Pays \$3000

It looked for awhile last month as if justice was going to have an inning in San Francisco. But she struck out on a foul ball.

Alec McCambridge and Reno Sebona were convicted by a jury on the first ballot on a charge of mayhem with a possible sentence of from one to fourteen years in prison for an attack upon Vart Tarpenian, an American Plan upholsterer, whose eye they gouged out a year ago last April when he refused to quit his job during a strike called by Union business agents against Dieringer Bros.' furniture plant here. The case had unusual aspects in that the testimony of Tarpenian before a police court a year ago was used in the conviction of his assailants although Tarpenian died in July, 1926, a straight-jacketed, raving maniac, as the result of the attack upon him by McCambridge and Sebona.

Officials of the Upholsterers' Union and other labor organizations in San Francisco were not dismayed by the conviction of McCambridge and Sebona. Immediately they set to work gathering affidavits and then approached Chief Probation Officer W. H. Nicholl with a proposition whereby in the names of the convicted felons they agreed to pay \$3,000 to Tarpenian's widow if the probation officer could obtain their release on probation. In the words of the street, "they got by with it," and today, with Tarpenian dead, McCambridge and Sebona are free citizens of San Francisco, happily employed as upholsterers, an occupation from which they drove their victim, blinded and in an insane frenzy of fear ending in death. The order of probation was granted by Judge F. M. Jamison of Modoc County, sitting in Superior Judge Roche's Court, upon the recommendation of Probation Officer Nicholl and against the vigorous opposition of Captain of Detectives Duncan Matheson and legal representatives of the Industrial Association. Official representatives of union labor were in attendance to enjoy the spectacle.

In substance, Judge Jamison said: "Under ordinary circumstances, I am opposed to probation. If I thought there was any possibility of a renewal of the strike assaults which have marked the industrial conflict in San Francisco during the past year, I would be inclined to make an example of these defendants. I have considered the recommendations of the Probation Officer and the opposition to this application and also rumors that have reached the ears of the Court that an attempt has been made in this case to buy probation. However, investigation has proven that the Probation Officer took the initiative in the matter. In the light of these circumstances, the youth of the defendants, the fact that they are not of a criminal type, and that they were regularly employed, leads me to grant their plea."

Probation was granted by the Court for five years on the condition that Tarpenian's widow should be paid \$3,000, \$500 down when the order of probation was granted and \$25 a month until the total amount was paid. Of course, McCambridge and Sebona will not have to pay the money as this will be taken care of out of union funds as long as union officials think it necessary to comply with the stipulation. It will be interesting a year from now to find out if Mrs. Tarpenian is still getting her \$25 a month in lieu of her husband.

Many San Franciscans are commencing to believe that Justice in San Francisco wears a bandage around her eyes because she loves to play "blind man's buff." It may take several such cases as that of McCambridge and Sebona to awaken San Francisco and the State of California to the menace of the probation law in condoning crime.

With all due respect to the integrity of the Court in its grant of probation to McCambridge and Sebona, the attack upon Tarpenian was shown in the convicting testimony to have been premedi-

(Continued next page)



"Unwarranted," Says Captain Matheson

In response to a request from Chief Probation Officer Wm. H. Nicholl on the Sebona-McCambridge case in which Nicholl recommended probation, Captain of Detectives Duncan Matheson reported as follows:

"In the case of Reno Sebona and co-defendant Alec McCambridge, found guilty of mayhem, Superior Court, Department Number 6, I respectfully report as follows:

"On April 16th, 1926, said defendants, in company with several others, committed a most atrocious, cowardly and premeditated assault on one Vart Tarpenian, just after he quit his place of employment. The defendant, Alec McCambridge, struck the complainant a vicious blow on the face, knocking out some of his teeth, and then kicked him in the face, knocking out and destroying his right eye while prone on the ground and unable to defend himself.

"He was kicked about the body and injured so severely that he was a patient in the Franklin Hospital for more than a month and the injuries received in this assault were, beyond doubt, contributory to his death, all

because he was honestly employed.

"The defendant, Reno Sebona, warned him the day before what would happen if he did not quit and was one of his principal assailants at the time of the assault. The assailants drove to the scene in two automobiles and no less than four took part in the assault. There is absolutely no question of the guilt of the two defendants.

"When any person, regardless of class, cannot be honestly employed, without having his head knocked off and his sight destroyed by cowardly gangs, who, wolflike, would not attack single-handed, and then have the convicted assailants come in and ask that they be put on probation so that they will not do the same thing over again until the termination of probation, to say the least, requires considerable nerve.

"There is not, from any conceivable standpoint, any element in this case that would warrant probation to be even considered for a single moment. The Police Department is not vindictive, but it cannot and will not recede from its position on a question of simple justice."

(Continued from page 6)

tated and organized. Furthermore, the defendants in their second trial, having obtained a disagreement of the jury in their first trial through perjury, dared not even take the witness stand in their own defense, so patent was their guilt and so clearly proven by the police was the false testimony of the previous trial. Surely, probation is not for such men as these.

It was brought out in the testimony in the police court and in the trial of the Superior Court that Sebona had previously threatened Tarpenian with violence if he did not quit his job in the Dieringer plant. The attack upon him by McCambridge, Sebona and others who were not apprehended, occurred a few days after the threat, near Folsom and Seventh Streets while Tarpenian was on his way

home from work. Several men leaped from an automobile where they had lain in wait, struck Tarpenian to the curb, kicked him into unconsciousness, and gouged out one eye. He was in a hospital for a month and left there half blinded for life.

Two months after the attack, accompanied by Detective Sergeants Hyland and Dowell, Tarpenian went to the Dieringer plant and identified Sebona and McCambridge as two of his assailants. During the police court hearing in which the defendants were committed to the Superior Court for trial, he again positively identified his attackers,—Sebona as the man who had previously threatened him and McCambridge as the man who aided Sebona in the assault.



The AMERICAN PLAN

San Francisco Welcomes Open Shop Conference

More than 100 industrial and business leaders from all parts of the United States will convene in San Francisco June 16, 17 and 18 in the Eleventh Semi-Annual American Plan Open Shop Conference.

It is four years since the American Plan Open Shop Conference held a session in San Francisco. Some of the delegates who were here then will attend the coming session thus giving San Francisco the opportunity to show them how we have prospered to the tune of many millions of dollars under the industrial freedom granted by the American Plan. We may be sure that these shrewd, trained industrialists will spread the story throughout the country that San Francisco is free and prosperous and that outside industry and capital can come here without fear of labor domination and the terrific losses such domination always entails when a community is subjected to it.

Headquarters of the Conference will be in the Palace Hotel for the three days of the session which will be presided over by A. C. Rees of Salt Lake City, Chairman of the Conference.

The Association urges its membership to set aside now the days of June 16, 17 and 18. The American Plan Open Shop Conference is a three-day laboratory course in industrial relations which will pay every manufacturer and business man to attend. Here will be discussed and illustrated questions and solutions vitally affecting the present and future of San Francisco's industrial development. And here is San Francisco's chance to let America know that San Francisco is an American Plan city forging ahead fast under that industrial plan of peace and prosperity to domination not only of the Pacific Coast but to commercial command of the Pacific Ocean.

Labor Measures Defeated

(Continued from page 2)

but it has organized voting power which no other economic group in America possesses.

American industry should never forget that Labor once held a stopwatch on the Congress of the United States during President Wilson's administration and clubbed that august body into legislation under threat to disrupt the entire transportation system of the United States. In short, Organized Labor's lobby in the National Capital, in Sacramento and the capital of every state in the Union means that industry and business men everywhere must maintain and adequately finance vigilant organizations to protect the freedom of American industry. It is

an easy conclusion that had it not been for the vigilance and effort of the Industrial Association of San Francisco and co-operating organizations of business men in Southern California and other sections of the state last April, the Labor Lobby at Sacramento would have saddled California industry, business men and finance with serious burdens.

The Forty-seventh session of the California legislature proved that California business men can defeat the labor politicians in their efforts to gain illegitimate control of California industry and that on the other hand Labor can count upon the support of these same business men in every legitimate legislative enterprise.

The AMERICAN PLAN



Molders Stall Murder Charges

The Molders' Union is up to its old tricks again down at the Hall of Justice trying to save Frank Brown, business agent of the Union, and R. W. Burton, international organizer, who were indicted last March for the murder of John Goytan, an American Plan molder, shot down from the now infamous murder car which has roamed the streets of San Francisco for four years loaded with gunmen who have killed two of their 21 victims.

Two years ago, by that police court technique which makes it difficult in San Francisco to obtain justice when members of labor unions are the defendants, the Molders succeeded in obtaining the freedom of Carey and Redmond whom the police had caught red-handed in the murder car.

Now, in the case of Brown and Burton before Judge Conlan in the Superior Court, they are starting their battle to stall the trial of the two Molders' Union leaders by a technical attack upon the legality of the murder indictment voted against them by the grand jury. To accomplish their purpose this time they have gone so far as to attack the integrity of Superior Judge Timothy I. Fitzpatrick, former Presiding Judge of the Superior Court of San Francisco, alleging that for personal reasons, he illegally dismissed one Benjamin D. Davis from the grand jury which indicted Brown and Burton, and caused Davis to be barred from the sessions of the jury prior to the meeting which indicted the two molder chiefs. By virtue of the failure of the District Attorney's office to meet this challenge promptly, the trial of Brown and Burton has been delayed already for a month and it would take a bold prophet to predict when the murder defendants will be brought to trial. In the meantime, Brown and Burton are going about their business in complete freedom under bail of \$40,000 each. Apparently believing that the police had too much on them to make it safe to face the trial for Goytan's murder, Brown and Burton are trying to crawl out through a technical loophole and they do not care

how much they besmirch one of the most respected judges in San Francisco if they can make their escape that way.

THE FACTS

Benjamin D. Davis is a second-hand automobile dealer of foreign birth. He was examined for the grand jury in the latter part of 1926 and accepted for duty. Later, after he was accepted for grand jury duty, it was discovered, it is said, that he was not a citizen of the United States at the time, although he is now. Because of this discrepancy, Judge Fitzpatrick, a few hours prior to the expiration of his position as Presiding Judge of the Superior Court, issued an order discharging Davis from the grand jury last January.

In their excited hunt for a means of escape from the murder indictments, the accused molders hit upon Davis and his expulsion from the grand jury as a means of their end. They suddenly appeared in the court of Superior Judge Conlan in April attacking the legality of the murder indictments on the ground that Davis' dismissal by Judge Fitzpatrick was illegal and thus invalidated the grand jury itself and the murder indictments voted by it.

Brown and Burton should be facing trial now on the Goytan murder charges. Johnnie Goytan died a horrible death from the wounds inflicted upon him by molder gunmen ten months ago. Burton was arrested in a raid on the molders' secret headquarters in a rooming house in Stockton early last March where he was plotting, allegedly, a reign of terror against non-union molders in that city. He was brought to San Francisco, along with confederates arrested with him, and charged with Goytan's murder. Brown was arrested the following day and charged as a co-conspirator. They were released shortly afterward on bail and since then have been planning and plotting their means of escape from the police charges that they are the ringleaders responsible for the four years of shooting and assaulting American Plan molders numbering nearly 50 victims.



The AMERICAN PLAN

Craft Club Organized

San Francisco American Plan mechanics opened and dedicated their new Craft Club, the first of its kind here, on May 7th in the quarters of their club, 111 Jones Street. Some 350 persons were present at the entertainment and dance marking the opening of the club which occupies an entire floor of the building at that address.

"A complete success," was the comment of Albert E. Benson, manager of the club, two hours after its doors opened to receive the hundreds of mechanics and their wives and other guests who participated. Since then the club has constantly increased in membership, a baseball team has been organized, and an orchestra is being developed to take part in entertainment plans which call for monthly dances, smokers and other recreational events.

The Craft Club demands only one major qualification: any member of the skilled crafts who subscribes to the constitutional right of a man to seek, obtain and retain work for which he is fitted, can make application for membership.

The club will be under the jurisdiction of a board of directors of four, of which the Manager, a paid official, will be chairman. The conduct of the members in their patronage of the club will be guided by a house committee drawn from the membership. Working out of a constitution and by-laws is under way and these will be presented at a mass meeting of the club in June.

The new club quarters and facilities are ideally arranged for the accommodation of the membership. They include a large main club room, with lounging quarters and pool tables, a gymnasium with handball and volley-ball courts, reading and writing rooms, shower baths, and other facilities. Nothing quite like the club has been organized previously, at least, on the Pacific Coast, and its future progress will be watched with much concern by everyone interested in the solution of the labor difficulty in industrial relations.

Jobs for 3,500 Men

Post strike prosperity was evidenced by the fact that a total of \$4,979,792 in building permits was issued for the month of May, almost double the total for May, 1926, and virtually \$300,000 above the total for April, 1927.

The Industrial Association of San Francisco has played its part in this prosperity following the end of the carpenters' strike early in January. Since that date, by a vigorous organized campaign, the Industrial Association has placed 1,204 carpenters, apprentices and laborers on jobs in San Francisco, union and American Plan alike.

In all crafts, since January 1 to June 1, the Employment Department of the Industrial Association has found work for 3,490 mechanics. This service was free to both employer and craftsman and five years' experience has made the Association's Employment Department one of the most efficient and trusted in the city. Since the end of the carpenters' strike, union officials have expressed themselves as quite content with the way in which the Association has carried out the spirit of the strike settlement proposition, especially in its effort to keep San Francisco mechanics employed.

Molder Conviction Confirmed

The State District Court of Appeal has refused to disturb the six months' sentence of Henry Garcia, convicted of assaulting Eugene H. Dennison, an American Plan molder, last February in Alameda. Garcia is now serving a six months' sentence for the crime. Apparently they are not as gullible in Alameda as they are in San Francisco because the jury in Garcia's case refused to lend any weight to the hackneyed plea against the San Francisco police for their activities in the case.



San Francisco's Freedom Advertised

San Francisco's industrial freedom, her courage in the winning of that freedom and the story of her prosperity under the American Plan sponsored by the Industrial Association are being heralded to the attentive minds of business and industrial leaders throughout the United States. Last year James A. Emery, General Counsel of the National Association of Manufacturers, visited San Francisco, a city he knew intimately when it was under the rule of labor dictators. His visit and the close-up he got of the new San Francisco astounded and impressed him so deeply that he is telling the story of the City That Is throughout America. In the course of a masterly address on freedom in industrial progress, at a recent meeting of the American Plan Association of Cleveland, he said:

Nor should you become the victims of that counsel of despair, "that you are past cure;" that your circumstances are "peculiar" and perhaps beyond repair. The great Western metropolis, San Francisco, faced conditions far more serious than your own. Years of acquiescence in a monopolistic control of occupational life had builded a community completely organized within and surrounded by a Chinese wall of restriction. Separated by two thousand miles from the centers of population, it was in the hands not only of monopolies of labor but collusive agreements between employer and employe, and a political control which followed Ruef and Schmitz and a union Board of Supervisors, with a mayor who, for twenty years, had been the undisputed Czar of the Building Trades. The boycott had become so common and pickets were employed in such numbers, that at one period they formed their own union, made a wage demand upon their union employers — which, strange to say, was rejected — and were found picketing "non-union" pickets and declaring that when they proclaimed a

place of business "unfair," they "unfairly so declared it unfair."

Between 1900 and 1914, the number of industrial wage earners in San Francisco had declined in number while those in its great municipal rival, Los Angeles, had increased more than 600%. The future of one of the richest and most generous minded communities upon the continent was so menaced that citizens of both sexes revolted and gave generously of their time and thought to the restoration of the endangered foundations of their community. A popular referendum, carried, in the face of bitter contest, drove the boycotting picket from their city streets. Opportunity, through training in the skilled trades, was opened by systematic effort equally to the children of the organized and the unorganized. The senseless rejection of an arbitration award in the building trades, under the leadership of that McCarthy who had been their dictator, drove him from his leadership by the action of his own followers. An Industrial Association permanently financed, resting upon the American plan and pledged to just but determined action, opened the barricaded avenues of construction, multiplied opportunities for employment, inspired an unparalleled era of building, encouraged and secured manufacturing investment and won and holds the enduring support of an aroused and instructed public opinion, which, within a few short months, has broken an arbitrary strike of carpenters accompanied by extraordinary violence and intimidation, and compelled such forcible administration of public order as to secure the indictment of the criminal leadership of the strike and its collapse in the face of community action.

San Francisco realized her situation. She has repented, reorganized, and is reforming her industrial life in consonance with the fundamental principles of our national life and tradition.



The AMERICAN PLAN

Molders' Victim Sues

Apparently the International Molders' Union will have to start paying the fiddler for the activities of gunmen in San Francisco during the past four years if civil suits filed against them for heavy damages for two shootings are successful. The last suit to be filed is one by Frank Tanner, an employee of the Enterprise Foundry Company, who has brought action for \$101,101.10 against the International Molders' Union and more than 80 individual officers and members of San Francisco Local No. 164, among them being Frank Brown and Robert Burton, under indictment for murder.

Tanner was shot from the usual shrouded automobile last February and alleges that the attack on him was part of a conspiracy by union molder officials to create a reign of terror upon molders who chose to remain at work against the orders of the union officials.

The other suit now before the San Francisco Superior Court is that filed by Mrs. John Goytan in her own behalf and in behalf of her children in the sum of \$250,000 for the murder of her husband last July. Mrs. Goytan's suit names virtually the same defendants and charges likewise that Goytan, who was shot from the molder murder car, was the victim of a conspiracy by union molders.

In the Goytan suit, the molder officials refused to obey an order of the court to produce the books and accounts of Local No. 164, apparently feeling that it would incriminate Brown and Burton, now under indictment for the Goytan shooting.

No doubt the International Molders Union, a party to both suits, will order the murder car dismantled and the gunmen out of San Francisco if the costs of crippling and murdering American Plan molders gets too high.

Lathers Work American Plan

For the first time in six years union and American Plan lathers are working side by side on the same jobs to the credit of the union lathers and the Industrial Association. In the past scarcity of lathers has been responsible for what amounted to virtually a closed shop in lathing work in San Francisco.

To correct this situation the Industrial Association opened lathing classes in its trades school and began the task of developing an adequate supply of lathers for San Francisco builders. The school has borne fruit and today for the first time in six years, American Plan apprentices and journeymen are employed with union lathers on building construction here.

As in the other crafts taught in the Industrial Association Trade Schools, care is taken not to prejudice the welfare of the lathing craft by developing more mechanics than are necessary to meet demands. In this connection, under conditions now obtaining in the building trades, the Association trade schools are taking in at the present time very few new apprentices. Instead they are devoting their time and resources to the development of highly trained and skilled craftsmen into competent foremen.

Authorized Union Guns

The untimely and unfortunate death of George Flatley, official of the Electrical Workers' Union and known widely in San Francisco labor union politics, caused by the accidental discharge of his revolver as he was rocking in a chair in Carpenters' Hall recently, has brought up rather a serious question.

Flatley, it was discovered after the accident, was a deputy sheriff authorized to carry a gun, an unpaid deputy sheriff, of course. The question is, how many officers, business agents and members of San Francisco's labor unions are deputy sheriffs and authorized to tote guns?

Are there one thousand, or two thousand or five thousand? And do all of them tote guns? Is this one way to escape the police regulations that you cannot carry a revolver without a permit from the Police Commission?



Association Co-operates With Architects

During the month of May the Northern California Chapter of the American Institute of Architects inaugurated the first biennial architectural exhibition for San Francisco and Northern California, an innovation destined to become of growing importance to San Francisco and this section of California. That the exhibition of some 700 photographs, designs, plans, paintings and models of residential, commercial, industrial, academic and public buildings in the Golden Gate Park Museum was a success was attested by the fact that the display was visited by nearly 200,000 interested spectators. Nothing quite like it had ever been offered San Francisco.

To assure impartiality the directors of the Northern California Chapter of Architects named the Jury of Awards from a group of noted Los Angeles architects who spent three days in the bay and peninsula districts judging the executed structures exhibited pictorially in the museum. Following completion of their inspection, the jury, made up of Robert D. Farquhar, Reginald D. Johnson and Pierpont Davis, announced the following awards:

Special Award

Distinguished Honor in Architecture,
Temple Emanu-El, Bakewell & Brown,
Sylvain Schnaittacher, Architects.

Single Dwellings Under 7 Rooms

House of Mr. Henry F. Swift, Berkeley,
Roland I. Stringham, Architect.

House of Mr. Jamison, St. Francis
Wood, Henry H. Gutterson, Architect.

Single Dwellings Over 6 Rooms

Garfield D. Merner, Residence, Hills-
borough, Willis Polk & Co., Architects.
House of Mr. Harry Hunt, Pebble
Beach, Clarence A. Tantau, Architect.

Multiple Dwellings

Apartment Group, Frederick H.
Reimers, Owner, Frederick H. Reimers,
Architect.

Mercantile Buildings Under 5 Stories

Tupper & Reed Music Store and Tea
Room, W. R. Yelland, Architect.

Mercantile Buildings Over 4 Stories

The Telephone Building, J. R. Miller
and T. L. Pflueger, Architects.

Pacific Gas and Electric Building, Bake-
well & Brown, Architects.

Religious Buildings

Second Church of Christ, Scientist,
Berkeley, Henry H. Gutterson, Archi-
tect.

Academic Buildings

San Francisco Art Association Build-
ing, Bakewell & Brown, Architects.

Hospitals, Detention Homes, etc.

Relief Home, San Francisco, John
Reid, Architect.

The Industrial Association co-operated with the Northern California Chapter in the presentation of the engraved certificates of honor awards to the chosen winners, architects, contracting firms and owners, and in obtaining publicity for the exhibition. At the annual dinner of the Chapter which was turned into a welcome to the visiting architectural judges, the Managing Director of the Industrial Association said "San Francisco owes much to the splendid work of her architects who serve not only their clients but the community as a whole in the development of civic beauty. The Industrial Association can be counted upon to do everything within its province to further you in your important work."

The Jury of Awards paid glowing tribute to San Francisco's newer buildings, to the beauty of Temple Emanu-El, to the Pacific Telephone and Telegraph Building, "an expression of Young America," to the Pacific Gas and Electric Building and to the City Hall. Similar exhibitions have been instituted in New York and two other American cities where they have been instrumental in stimulating public interest in better and more beautiful building construction.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VI

NO. 4



JULY-AUGUST
1927



The American Plan
Conference

Closed Shop Tyranny

Industrial Legislation

Strike Murder Trials

Safety Engineering

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

Why Free Labor Wins

(LOS ANGELES TIMES EDITORIAL)

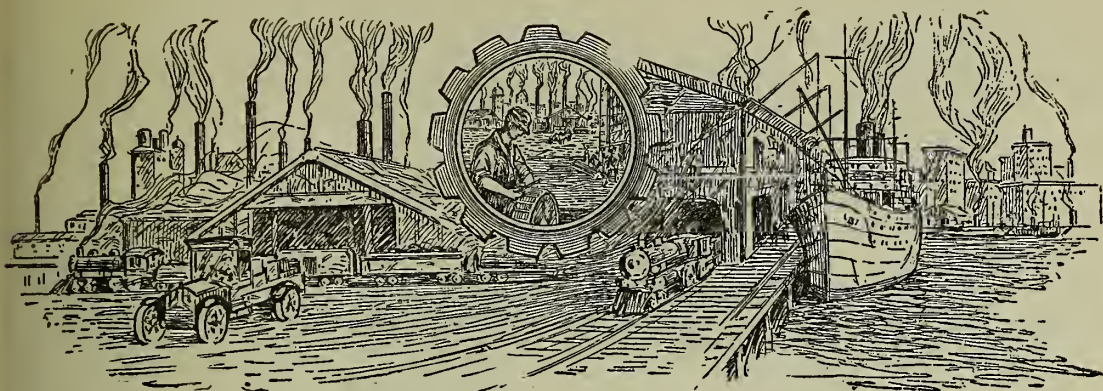
That building costs are 25 to 27 per cent lower in cities operating under the American Plan than in cities under union-labor domination is a statement that will occasion little surprise to the well-informed, but that may come as considerable of a shock where the union grip on industry is not yet broken. The figures were presented to the American Plan Open Shop Conference at San Francisco by an unprejudiced engineer who made a survey of conditions in Detroit, Cleveland and Pittsburgh, representative cities where other conditions are substantially similar.

The savings under the open shop are due principally to the facts that with it there is no restriction of output and none of the "jurisdictional" disputes and fights between rival unions that so bedevil the building industry. It is of no interest either to the employer or the public whether electric conduit, for instance, is installed by pipefitters or by electricians, so long as the work is well done, but it is of intense interest to the leaders intent upon strengthen-

ing their graft. In an open-shop building a plumber who has occasion to drive a nail does it without calling in a carpenter with a consequent loss of productive time by both of them or a quarrel that may involve all the other men on the job, or even on other buildings.

Nor, in an open-shop building, may some union delegate blackmail a contractor who has a time limit in his contract by threatening to call a strike for some imaginary grievance.

It is significant that the conference was held in San Francisco, once the most union-ridden town in the United States. The delegates from other cities, many of them familiar with conditions as they formerly were, were enabled to see the progress that has been made there since the American Plan was introduced and went home heartened for the struggle to free labor from the shackles which burden it even more severely than the public. Union restrictions hurt labor more than any other class because they reduce employment and enhance the cost of living.



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco

Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

American Plan Conference Success

San Francisco is the gainer for having entertained the eleventh semi-annual session of the American Plan Open Shop Conference last June. For one thing it taught supporters of the American Plan in San Francisco that the United States has recognized the magnificent fight which the City has made during the past six years for industrial freedom and the victory in which that fight has resulted.

REES' TRIBUTE

"San Francisco has made a great contribution to America," said Chairman A. C. Rees of the Conference. "You have demonstrated what a determined, courageous, intelligent, leadership can do against great odds.

"You have strengthened the rest of us throughout America in our fight for industrial freedom.

"San Francisco's genial, easy-going hospitality was an open invitation to those forces which caused your industrial problem. Your apathy gave those forces their advantage.

"Then you accepted the challenge with that same robust courage with which your pioneers grappled with those who challenged San Francisco's future back in the Fifties. You raised up a new leadership for the fight. You supported that leadership. And you have won a new charter of

industrial prosperity and freedom.

"You will lose it unless you continue that leadership and maintain continuously that support which permitted it to win your new industrial charter. You must continue to refuse to break bread with those who break faith."

Although the newspapers of San Francisco gave only meager space and apathetic attention to the Conference, nevertheless the Eleventh Semi-Annual Conference of the American Plan Open Shop cleared the air of many misconceptions. It brought to San Francisco the points of view of leaders in the fight for America's industrial freedom from every section of the United States and etched clearly the meaning of what the Industrial Association of San Francisco has been accomplishing here in the past six years.

What is the meaning of the American Plan and the Open Shop?

What is the meaning of the Closed Shop?

Here are some of the opinions of Conference leaders:

PHILLIP J. FAY, President of the Chamber of Commerce of San Francisco, welcoming the Conference delegates: "The American Plan Open Shop means equality of opportunity, means keeping America free from class stratification."



The AMERICAN PLAN

COLBERT COLDWELL, President of the Industrial Association of San Francisco, in welcoming the Conference delegates: "The American Plan movement means a guarantee of the square deal in industry; does not involve exploitation of labor."

FREDERICK J. KOSTER: "We are trying to maintain free government and free opportunity in America, to preserve initiative, to conserve human energy, to use intelligently our resources in behalf of labor as well as capital."

HARRY CHANDLER, of Los Angeles: "The American Plan means independence of the individual and unity of industrial effort; it is a new declaration of independence as necessary and important to industry as that of the thirteen original colonies to the political lives of our forefathers. A closed shop is the emblem of industrial servitude, creator of a privileged class above law in a democratic state."

WALLACE M. ALEXANDER, of San Francisco: "The American Plan is the balance of power guaranteeing the rights of capital and labor. Here in San Francisco it represents a new spirit or perhaps the resurrection of that old spirit which dared to build a city where we stand."

PERCY E. WRIGHT, Detroit, famous American Plan City: "The American Plan means lower construction costs and faster work with the benefits accruing to employees as well as employers."

These were the highlights of what the important speakers at the Conference thought about the American Plan and the Closed Shop. There was much more, of course. The Conference lasted three days with morning and afternoon sessions and ended in the delegation voting a resolution of thanks to San Francisco for the reception and entertainment provided them.

There were many papers read to the Conference delegates by various members.

Among them were two which are given somewhat in full elsewhere in the Bulletin, a report by E. T. Lay of Jacksonville, Florida, and an address by Harry Chandler of Los Angeles, President of the Times-Mirror Company, publisher of the Los Angeles Times and an outstanding figure in the American Plan movement in the United States. Also part of the remarks of President Fay of the San Francisco Chamber of Commerce.

Among other speakers and delegates to the Conference program were Albert E. Boynton, Managing Director of the Industrial Association of San Francisco; Paul Eliel, Harold L. Pierce, J. Thomas Dovey and C. B. Fitzgerald of Seattle, G. R. Gay, Little Rock, Arkansas; Wm. H. George, San Francisco; A. H. Garrison, Seattle; Sidney E. Cornelius, San Antonio, Texas; G. W. Burgess, Joplin, Missouri; C. L. Boone, Sunnyvale, California; F. R. Bekins, Fresno; Geo. R. Baker, Stockton; N. Alper, Oakland; L. E. Crawford, Oakland; L. O. Gunn, San Pedro; C. L. Heller, Stockton; Geo. Herz, San Bernardino; W. L. Howe, San Jose; Guy E. Livingston, Los Angeles; Eustace B. Moore, Los Angeles; Edgar R. Perry, Los Angeles; M. J. Perin, San Diego; Samuel Powell, Portland; F. Dean Prescott, Fresno; E. W. Shaw, Oakland; Allan C. Steele, San Pedro; J. A. Pettis, San Francisco; Carroll A. Stilson, Los Angeles; C. O. Vinnedge, Fort Worth, Texas; L. K. Young, Seattle; R. O. Zumwalt, San Diego; J. G. Ennes, San Francisco and many others.

Labor unions are gradually losing power, according to Arthur Brisbane, Hearst editorialist. "Under prosperity and high wages," he says, "just as they gradually gained power in the last century." Mr. Brisbane failed to point out the real reason—that a changed point of view in the management of industry has made the old form of unionism unnecessary.



The Tyranny of the Closed Shop

(Paper read by Harry Chandler to the American Plan Open Shop Conference)

Undue power in the hands of any class or group, industrial or political, leads invariably to tyranny. Misdirected force is the prime element of destruction. The greatest lesson of history is that society must protect itself against such concentration and misuse of power if it is to escape destruction.

Some of those attending the present conference have seen the rise in this country of two great tyrannies in the realm of industry, tyrannies equally subversive of economic welfare. One is that of unregulated and misdirected capital, concentrated in the hands of groups selfishly seeking personal interest at the expense of public interest. The other is that of labor, where labor's control is similarly concentrated in the hands of groups determined to dominate and to rule, at no matter what cost and by no matter what means.

The tyranny of concentrated, misdirected and unregulated capital came first. The first major result of its vicious operations which I personally recall was the railroad strike which centered in Pittsburgh about fifty years ago. Railroad employees were then unorganized. There were no State and Federal laws to prevent the exploitation of employees by employers. The hours were long and the wages too low to permit an adequate standard of living. Corporate interests with concentrated capital had created an industrial tyranny heedless of the community of interest that should exist between employer and employee.

UNION GROWTH

From the reaction against that tyranny grew what is commonly called the labor union movement in this country. As its membership increased and the unions in the different crafts formed a federation of labor unions with concentrated power in the hands of a few men, a new industrial tyranny was established, that of the closed shop. State and Federal legislation brought about a strict regulation of organizations of capital, penalizing any at-

tempt at exploitation of the workers; but as the labor unions waxed more powerful the leaders became constantly more arrogant and dictatorial. Under unscrupulous and often actually criminal leadership the unions established and enforced an uncompromising tyranny over employers, over the membership of the unions themselves and over the public.

Under that system the closed shop has become the emblem of industrial servitude. It creates a privileged class in a democratic State. Claiming the protection of the law, the unions actually hold themselves outside and above the law.

While the great body of the membership is composed of decent, honest American men and women the methods by which membership is secured and the manner in which the affairs of the unions are conducted create a condition of literal industrial slavery. Those seeking employment where the closed shop policy is in force must join the unions or starve. Where the unions are powerful membership has been made exclusive; the number permitted to join is rigorously restricted; extortion is practiced, alike on workers, employers and the public.

PUBLIC ALIENATED

In the beginning public sympathy was very properly with those who were resisting the tyranny of unregulated corporations that operated without regard for the welfare of the workers. But now the public finds that it, too, must submit to a new tyranny that has taken the place of the old—a tyranny that denies the right of American workingmen to work where and how they will, the right of American business men to run their businesses on a sound economic basis. Public sympathy has been alienated by the criminal acts of the leaders of the unions and of the mercenaries they employ to destroy the liberty, the right to free employment, even the lives of all who resist the tyrannical enforcement of closed shop conditions.



The AMERICAN PLAN

Lawless in itself, this autocracy has attracted to it all the lawless elements of the communities which it dominates. Gangsters, claiming immunity because of their affiliations with labor unions, maim and kill workmen whose only offense is that they are accepting employment where it is offered and are honestly and earnestly trying to earn a livelihood for themselves and their dependents.

Associated with the union autocracy in closed shop communities are groups of similarly unscrupulous politicians and officials. In return for their political support the labor unions are permitted practically unlimited license in their areas of operation. Major strikes have come to be synonymous with carnivals of lawlessness. Sabotage in labor troubles has become so prevalent as to no longer attract public notice. The lives of hundreds of men, innocent of any crime against the laws or society, have been sacrificed on the altar of industrial liberty since the tyranny of the closed shop became fastened on what would otherwise be free American communities.

THE AMERICAN PLAN

As was inevitable, such intolerable conditions have brought their own reaction. In those communities where there are men courageous enough to resist such lawless and un-American methods, public opinion now supports them in their defense of the principle of industrial liberty. From this reaction against the tyranny of the closed shop has been born the American plan or open shop movement.

This movement is the result of years of observation and deliberation. It offers what those mentally honest regard as the only alternative to the tyranny of misdirected capital on one hand and that of misdirected labor unions on the other. It makes possible the independence of the individual and the unity of industrial effort. It is a new declaration of independence, as necessary and important to industry as that of the thirteen original colonies to the political lives of the colonists.

The open shop denies to no workingman any right which is properly assured him by a labor union. It does not deny him the right to organize for his own benefit nor to collectively bargain with employers for better hours or better wages. It does not deny him the right to strike if he sees fit to strike.

On the other hand, the open shop system does guarantee the workingman rights which he is denied by the unions. It guarantees him the right to work as he pleases, how, for whom and for what figure. It guarantees him the right to earn as much as he can instead of being held down to the capacity of the poorest man on the job, as the union system dictates. It guarantees him the right to hold his job as long as he will and can, instead of forcing him to walk out at the whim of a walking delegate. It guarantees him undisturbed possession of what he earns, instead of having to pay tribute to maintain a group of his fellows in idleness. It guarantees him the right, most precious to an American, of independence of thought and action.

GUARANTEES

To the employer the open shop guarantees the right, denied him by the unions, to use such methods in his business or industry as will best serve that business. It guarantees him the right denied him by the unions to employ only men who will give him an honest return for his money and to get rid of the shirker, the trouble-maker and the incompetent. It guarantees peaceful industrial communities and the large contributions to economic welfare which come from steady employment and maximum production. It guarantees fair prices for commercial commodities through production at costs unswelled by the illegitimate levies made by union labor upon employer and employee.

The closed shop is an economic monstrosity. It arbitrarily does away with the fundamental law of supply and demand by creating artificial production conditions independent of human neces-

(Continued to next page)

The AMERICAN PLAN



Chamber President Lauds Industrial Freedom

President Fay of the Chamber of Commerce of San Francisco in welcoming the delegates to the Eleventh Semi-Annual session of the American Plan Open Shop Conference reaffirmed the Chamber's support of the American Plan and San Francisco's industrial prosperity, progress and freedom. He said:

The Chamber of Commerce maintains the principle that no body of men or organization has the right to deprive other men of the opportunity to work. The fixed and historic promise of America is equality of opportunity.

(Continued from page 4)

sities. It practices extortion upon employers, workingmen and the public by limiting factory output, limiting employment, limiting individual capacity and forcing up prices to pay the costs of its illegitimate activities. By hampering production and distribution to serve selfish ends it adds needlessly to the world's burdens.

No intelligent person believing in fair play can challenge the right of workmen to form associations for the collective betterment of their conditions. If the labor unions were to be dissolved by act of law, and all such association of workers proscribed, it is probable that the tyranny of organized and concentrated capital would reappear. But the destruction of one tyranny is not a valid justification for establishing an equally intolerable one. And only those hopelessly ignorant or wilfully blind can fail to see that the tyranny of the labor unions, unless soon broken, will eventually destroy all real freedom.

Liberty cannot survive in the midst of servitude. As Lincoln said: "A people cannot exist half slave and half free." Without ideals there can be no sustained progress; and the highest ideal in industry is industrial liberty. Communities that have permitted closed shop rule to prevail over natural industrial rights have abandoned that ideal. Freedom in industry, like freedom in government, lies in the American or open shop plan.

When that promise fails, America ceases to be a land of freedom. It was Herbert Hoover who said that we shall safeguard to every individual an equality of opportunity to take that position in the community to which his intelligence, character, ability and ambition entitle him; that we shall keep the social solution free from frozen strata of classes.

The Chamber of Commerce stands for industrial peace, for the tranquillity of our people, and for law and order.

The Chamber on numerous occasions has pledged its entire organization and ourselves to the maintenance of these principles. We have never intruded in purely partisan disputes over wages or hours, nor sought to dictate to employers against their freedom of action, but, when the above principles have been attacked, our Chamber has not hesitated to give complete backing to the defense of the public interest.

San Francisco has been emancipated from tyranny and today enjoys the results of industrial freedom. No city on the Pacific Coast is more favorably situated in this respect than our own.

All cities on the Pacific Coast are equally interested in maintaining this same condition. Therefore, we have created the Industrial Association to maintain our situation and desire to cooperate with other cities. We welcome the holding of this conference, which operates as a clearing house for information, methods and experience.

We recognize the function of such organizations as the Industrial Association, which happily are dominated by the public interest and controlled by principles which are thoroughly American in character and indiscriminating in purpose. We believe that the usual activities of these organizations should be independent and unembarrassed in purpose, but that in time of emergency the entire forces of the community should be enlisted and engaged that our industrial communities may be free.



The AMERICAN PLAN

Industrial Legislation During 1927

One of the most interesting reports presented to the Eleventh Semi-Annual Session of the American Plan Open Shop Conference was that by E. T. Lay on industrial legislation in the United States mainly at the behest of Organized Labor's lobbies in the various state legislatures. Mr. Lay's report in part was as follows:

Industry's chief legislative afflictions resulting from the regular annual and biennial sessions of 1927 held in forty-five States, may best be epitomized as follows:

(a) Increased or new forms of taxation levied directly on industry in the form of capital stock, corporate income, licenses, severance of raw products and other miscellaneous direct tax enactments. Indirect additional and new tax cost burdens confronting industry in the 1927 halls of state legislation were embraced in measures further raising the pavements of compensation insurance benefits to injured workers and extending the scope of such laws; further increases in gasoline taxes; ever-increasing appropriations for highway improvements and new construction; several instances of increased salaries for state and county office-holders; paternalistic social tax burdens involved in mothers' and widows' pension funds; segregation tax programs to relieve agricultural and other favored classes of tax burdens and passing the same to industry and business; government competition with private industry by state-owned and operated cement and other utility products as well as unrestricted manufacture and sale of convict-labor products.

NATIONAL TRENDS

The general picture of the various trends of legislative thought and actions that comes with an examination of detailed reports from 43 out of the 45 states holding sessions, affords a truly remarkable vision of our national conditions and

problems. It is at once reassuring and alarming in its simultaneous extremes of conservatism and radicalism. Through it all, however, there is much evidence indicative of the "growing pains" coincident with our national development and prosperity.

In the broader legislative field, affecting the general welfare of our people, two main subjects were given widespread attention by State lawmakers. These involve "crime" and motor vehicles. More than a score of the states have greatly strengthened their criminal code and justice administering systems this year and an even larger number of states have amplified the scope or remedied defects in laws governing the present day modes of automotive transportation. Incidentally it is interesting to note that several states have been added to the roster of those few previously making early legal provision for regulation as well as promotion of airways and aerial transportation.

AFFECTING INDUSTRY

The determined efforts of those numerous groups of self-constituted inspirers of legislation of a socialistic, and paternalistic character who fill the lobbies of almost every State legislature met with scant success this year. In California, Illinois, Ohio, Massachusetts, New York, Oregon and Wisconsin, where the major portion of socialistic types of State legislation originate and are most numerous, it is a happy augury of our continued industrial prosperity to note a general defeat has been sustained.

Old-age pensions proposals met with defeat in every State but one — Colorado. Specific rejections were suffered by these unsound measures, which are being systematically promoted by a well-subsidized group of agents in California, Illinois, Minnesota, Nebraska, Ohio, Oregon and Washington. In many other states these bills were "lost" in the shuffle.

(Continued on page eight)



Murder Defendants Saved by Woman

A woman saved George Pesce and Gus Madsen, union carpenters charged with the murder of C. W. Campbell in the carpenters' strike last year, from conviction in their second trial for the crime.

"Miss Bolger admitted to me that she did not know she was sitting as a juror in a murder trial until three days after it began," said Charles H. Carr, foreman of the jury which stood 11 to 1 for the conviction of the union men who were accused of participating in a gang attack upon Campbell last October while he was employed as an American Plan carpenter on a job on Eureka Street. Superior Judge James G. Conlan dismissed the jury Sunday afternoon, June 19th, when it became apparent that Miss Mary Bolger of 3826 California Street refused to be budged after 48 hours of jury argument.

"I want to thank the prosecution," Judge Conlan remarked "for its absolute fairness in the conduct of this case."

Attorney Alex. O'Grady leaping to his feet demanded "Am I to take the court's remarks as meaning that the defense was not fair?"

Judge Conlan surveyed him and quietly replied "the court said nothing about the defense's conduct of the case whatever." That ended weeks of vituperative billingsgate hurled at the police department by defense attorneys seeking through two trials to make the jurors believe that confessions of Pesce and Madsen to participate in the attack upon Campbell were obtained by police brutality. It was a sufficient answer by an unprejudiced judge to the attacks of attorneys Cogan and O'Grady.

"Obviously the jurors in the second trial of the accused carpenters, the first of nine including A. J. Mooney, Pacific Coast Organizer for the United Brotherhood of Carpenters, Paul Clifford, Business Agent and five others under indictment by the grand jury for murder in the case of C. W. Campbell, were disgusted with the shyster attacks of the defense attorneys throughout the trial. "I am sorry that the police had to be tried in this case," said jury foreman Carr. "The

police were certainly not guilty of the acts charged against them by the defendants and their attorneys." Following their dismissal all of the jurors showed that they were with Carr when they crowded around Lieutenant Dullea, Detective Sergeants Hyland, Dowell, Frederickson, McDaniel and Detective Ayer, the men who broke up Mooney's strike crime orgy, and, congratulating them for their police work, expressed complete confidence in their innocence of the brutality charges leveled against them by Pesce, Madsen, Cogan and O'Grady.

The temper of the jury, brought to a white heat of indignation by Miss Bolger's inexplicable stubborn attitude, was given further vent when one of the most responsible woman jurors broke down in Judge Conlan's chambers repeating "This is a gross miscarriage of justice." It was said that Judge Conlan dismissed the jury when the stand taken by Miss Bolger threatened the patience of the other jurors to the point of personal encounter in the jury room.

All of the jurors, except Miss Bolger, after they brought in their verdict of disagreement were anxious to reveal their conviction of the defendants' guilt. Following the jury dismissal juror Mrs. Edna Calhan said:

"We had stood 10 to 2 for conviction from Friday afternoon until yesterday afternoon when one woman switched her vote making it 11 to 1. There was just one woman with whom we couldn't do anything. She was impossible. You might as well know who it was. It was Miss Bolger."

Miss Bolger's only reply when questioned about her stand was: "I do not think we ought to be prejudiced against anyone, do you?" During the course of the trial she had asked Judge Conlan if there was "something less than manslaughter of which Pesce and Madsen might be convicted and given a sentence of six months or what?" After the trial Miss Bolger was reported to have gone "into retirement."

(Continued on page 10)



The AMERICAN PLAN

Legislation

(Continued from page six)

Similar defeats were generally suffered by the syndicated radicals and organized labor proposals involving unemployment insurance, minimum wage commissions, granting special immunity to labor unions, barbers' licensing bills, stationary and building engineers licensing bills, establishing of state plumbing and electric codes, including licensing of the masters and journeymen workmen, bills providing for a shorter hour week, for no labor on Sunday, mending mechanics lien laws, for adoption of child labor amendment, anti-discrimination measures, for the restriction of employment of married women, for the regulation of hours of drug store employees, for the establishment of industrial relations courts, for prohibiting payment of wages by checks, anti-injunction laws, for the creation of minimum wage commissions, full crew bills, measures providing for one day rest, and many others.

It is gratifying also to note that State law-makers are becoming somewhat less prone to further add to the already burdensome costs to industry of compensation insurance. In comparatively few states this year "liberalizing" amendments of any serious importance were passed. New York State, however, suffered a further serious boost to its industrial taxation for protection of workers and Michigan at last reports, was likewise facing a serious situation along these lines. Kansas, on the other hand, through the determined initiative of the Associated Industries of Kansas won great relief and secured an entirely new start on compensation insurance legislation by enacting an entirely new and most satisfactory statute.

Every Statewide, local and individual energy of industry will have to be exerted, continuously during legislative sessions the next five years to counteract

and defeat a new and most vicious form of legislative attack on the Open Shop. A new syndicated measure which has come to be referred to as the "Yellow Dog Bill" has been added to the program of state legislation sponsored by organized labor.

California, Illinois, Massachusetts and Ohio were scenes of most desperate legislative struggles on this form of bill this year. The measure would make individual contracts of employment involving any agreement not to join a labor union, null and void and prohibit the same under severe penalties.

SUMMARY

This report from 43 States, covering the statistical results, reveal that approximately 60,000 bills and resolves of every character, were introduced, out of which a total of approximately 16,000 were finally enacted. This total of introductions is over 10,000 in excess of the previous record of 1925 when 40,900 bills were offered and excels the same previous record year's enactments by approximately 5,000.

Still Wrecking

Last year Albert Moore learned how to make money without working. He got \$3.50 a day as a member of the carpenters' strike wrecking crews; was arrested for assault and murder; is still awaiting trial on the charge provided District Attorney Brady hasn't forgotten about it.

July 28, 1927, California's new criminal laws went into effect. On July 29 Police Sergeant Fred Suttman and Patrolman Patrick Slane arrested Al Moore and James O'Sullivan, union carpenters, and Roy Danvers, a plumber, for "Grand Theft," a new charge under the new criminal statutes, alleging that they stole an automobile and stripped it. Although Al may be the last to be tried (maybe never) for strike crimes, he was the first to be arrested under the new crime of "Grand Theft."

Yes, he's out on bail again.



Safety Service Pays Dividends

In these modern days of keen competition and the desire of every industrial manager to increase profits and reduce overhead, the matter of accident prevention is of the utmost importance.

Accident prevention work has been carried on in the manufacturing industries for the past fifteen years but has been lagging behind in construction work. This is due to the fact that some contractors believe that construction work is of too temporary a nature to be compared with the manufacturing industry. This idea, however, has been offset by a few leading contractors who have proved that it is possible and profitable to have safety work effectively done on construction work.

A few years ago, major accidents and deaths on tall buildings were considered part of the job and the old saying, "a death to a floor" on tall buildings was very near the truth. Now tall buildings are being erected under effective safety supervision, without serious or fatal accidents.

OBJECTS

In the latter part of 1923, the Industrial Association of San Francisco, realizing the hazardous conditions existing on construction work, engaged the services of J. J. Rosedale, a prominent local consulting safety engineer, on a part time basis. The objects of this service are as follows:

1. To carry out the policy of the Association to do everything possible for the safety, security and welfare of the workers.

2. To assist employers in providing safe working conditions for their workers, whether union or non-union.

3. To render a service to employers, which will result in reducing their compensation insurance costs as well as promote efficiency and better industrial relations.

This service was extended in an advisory capacity to the foundries and sheet metal industry, and in carrying on this work, contractors and managers have

been shown that accident prevention is an essential factor in production and is a business proposition, that it reduces overhead and increases profits.

INSURANCE SAVINGS

Many contractors regard their compensation insurance premiums as fixed charges, but they are not fixed; they can be reduced. Insurance rates for contractors are based on the frequency and severity of accidents on their jobs. A contractor with a payroll of \$400,000, at a manual rate of 4% or \$4 per \$100 payroll, pays a premium of \$16,000. Supposing he spends a little money for safety engineering service and obtains a 20% reduction, he would save \$3200. Most contractors pay a rate averaging nearer 6% than 4% and on a \$400,000 payroll, a contractor at a 6% rate would be paying \$11,200 more than a contractor who has a 4% rate and a 20% credit.

It is well to visualize what a big saving it would mean to the contractors in San Francisco if they all established a safety program and reduced their compensation insurance costs 20% thereby. In 1926, it would have amounted to a saving of more than \$200,000. And in addition to the cost of insurance premiums, other costs of accidents should be considered also. The indirect cost of accidents is four times as great as the direct cost. Contractors have to pay wages to employees while they are making trips to a doctor for treatment; serious accidents retard production and have a demoralizing effect on the entire working force, while near-accidents, though they do not result in personal injuries, are very costly due to spoilage of materials and waste of time.

The Association's consulting engineer has been responsible for reducing the frequency and severity of accidents on construction work more than 50% and effecting a considerable saving to the contractors whom he has served. The Association invites its membership to avail themselves of the services of its consulting safety engineer. He will pay you dividends.



The AMERICAN PLAN

CARPENTERS' TRIAL

(Continued from page seven)

An interesting bit of gossip came to light after the trial when it was revealed that one of the alternate jurors was a union carpenter. Approached by a newspaper man when the jury retired and after his dismissal, this union carpenter said: "If I were to vote, I should vote guilty."

A union agent, acting as an overseer of union activities in the trial, upbraiding this alternate juror, questioned "aren't you a union carpenter and if you are what do you mean by saying that you would vote guilty?"

"I am a union carpenter," replied this alternate juror. "But I am an American citizen. I swore to do my duty as a juror and from the evidence, I believe these men guilty of participation in the Campbell killing."

Such was the second trial and its ending of Pesce and Madsen. The first trial resulted in a deadlock vote of 8 to 4 for the guilt of the defendants on April 29th. The third trial will begin on August 8th.

Including two alternate jurors in each trial, 28 men and women have heard the evidence against Pesce and Madsen and 23 of them believed them guilty.

Meanwhile, pending the final outcome of the accusations against Pesce and Madsen, District Attorney Brady is holding up the prosecution of all other cases against the carpenters' strike thugs. More than 60 of these men who received \$3.50 per day for assaulting and maiming American Plan carpenters over a period of nine months are awaiting trial for crimes committed as long ago as April, 1926. These men are accused of felonies and their cases have been cluttering the records of the Superior Courts for many months. Nevertheless, District Attorney Brady has assigned only one deputy in active prosecution of the carpenters' strike crimes and he, Harmon D. Skillen, has been wholly occupied with the Pesce and Madsen trials.

There are sixteen departments of the Superior Court in San Francisco and many deputies on the public payroll in District Attorney Brady's office. Yet all of the cases involving more than three score union carpenters have been assigned to one department, that of Judge Conlan, the newest superior judge, and on one deputy district attorney, Brady has loaded them all.

At the rate of progress in the Pesce-Madsen trials, the carpenters' cases will probably be on the Superior Court records of the City and County of San Francisco after the bridge across San Francisco Bay has been completed. One way to save felons from jail is not to prosecute them. One way for the District Attorney to get labor votes is not to prosecute union crimes.

East Bay Backs Wage Board

General contractors of Oakland and East Bay cities have adopted resolutions endorsing the building trades wage scale fixed by the Impartial Wage Board of San Francisco and have called upon the East Bay Industrial Association to enforce the award. Paid newspaper advertisements and handbills signed by the East Bay Industrial Association were published displaying the General Contractors' resolutions and calling upon mechanics to file complaints with the Association when they were paid below the Wage Board scale.

Neither the East Bay contractors nor the East Bay Industrial Association were under compulsion to abide by the San Francisco Wage Board award. They are entitled, therefore, to the respect and admiration of all San Franciscans pledged through the Industrial Association of San Francisco to see that labor, be it union or American Plan, gets a square deal.



Australian Commission

During July there came to San Francisco the Australian Industrial Commission at the end of a four months industrial investigation tour of the United States. Their stay of several days was marked by a luncheon tendered the nine members by the Chamber of Commerce of San Francisco over which President Philip J. Fay of the Chamber presided.

The Commission, official by act of government appointment, included both employers and employees with A. McInnes, former secretary of the Boiler Makers' Union of Adelaide, serving in the capacity of chairman. Their object was to find out the secret of America's industrial prosperity and the relations of capital to labor in the United States. In their study of conditions in San Francisco they were aided by Industrial Association officials who reviewed the history of industrial relations in San Francisco and the part played by the Industrial Association and the American Plan in stabilizing conditions and bringing prosperity to the city.

"American industry makes its own customers," said C. Ludowici, an employer member of the Commission at the Chamber of Commerce luncheon. "Back home we are too much inclined to lean on the Government."

Said Chairman McInnes, "there is no chance for alteration of the Australian policy favoring individual enterprise in favor of government control of industry."

In his address of welcome President Fay of the Chamber of Commerce mentioned the long and abiding friendship of Americans for Australians, reviewed trade relations between the two continents and predicted a common future prosperity. He was followed by Frederick J. Koster, former President of the Chamber of Commerce and at present a Director of the Industrial Association, who told his luncheon hearers that the development and future achievements of American industry are rooted in the basic law of the land, in guarantees to initiative, freedom and rewards of enterprise.

Union Labor in Business

The American Federation of Labor has gone into the insurance business under the name of the Union Labor Life Insurance Company with headquarters not far from The White House in Washington, D. C. Final proof that America won the war waits only upon the announcement of some great insurance company that it is going into the business of unionism. Then we will all be walking on our heads and thinking with our feet.

Matthew Woll, Vice-President of the American Federation of Labor and President of the Union Labor Life Insurance Company, and William Green, President of the American Federation of Labor, took out the first two policies issued by the new company which press dispatches stated, was started with a paid in capital of \$750,000. By virtue of necessity this capital must have come from the pockets of union men by way of dues as the shareholders in the Union Labor Life Insurance Company are said to consist exclusively of national and international labor unions, state and city federations of labor, local unions and individual trade unionists. No one else is permitted to acquire or hold stock.

"The plan of the company is unique," the press quoted President Woll. "It intends particularly to meet the special needs of organized workers for insurance but it will not overlook the needs of others." Farmers and their co-operatives, it was pointed out, will be solicited for policies.

Arthur Brisbane said recently that labor newspapers are never successful because the making of newspapers is a specialized business. However, the American Federation of Labor is now in the insurance business for better or for worse with the man in overalls the goat if experts in unionism turn out to be inexpert in the insurance business.



The AMERICAN PLAN

Architectural Awards

Honored above all other exhibits for its beauty, Temple Emanu-El at Arguello Boulevard and Lake Street, has been chosen as the scene of the ceremonies attending the presentation of awards of honor on the evening of August 31 to the winners in the recent exhibition of architecture under the auspices of the Northern California Chapter of the American Institute of Architects. In all 39 beautifully engraved Certificates of Honor will be awarded to the winning architects, contractors and owners of the thirteen completed buildings selected by the official jury appointed from Los Angeles by the Northern California Architects Chapter.

Temple Emanu-El was chosen unanimously by this jury as worthy of the Distinguished Honor Ward in Architecture and was described by the jury as "a glorious building, placed most effectively upon a difficult site, beautifully planned and modelled, it realizes to the highest degree the expression of its religious character." Rabbi Louis I. Newman, Pastor of the Temple, has extended an invitation to the general public of San Francisco to participate in the presentation ceremonies August 31. City officials, distinguished private citizens and officers and members of the Northern California Chapter of the American Institute of Architects will participate.

More Delay

Murder charges against Frank Brown, business agent of the Molders' Union, and Robert Burton, Pacific Coast Organizer for the Molders' International, for the killing of John Goyntan last year, were continued on July 29 to August 13 to be set for trial. Brown and Burton were indicted for murder last winter but have succeeded in delaying their trial through the usual continuances and technicalities.

Craft Club Grows

Membership in Craft Club, San Francisco's new organization of free mechanics, is growing steadily with several hundred members on the charter roll already and applications being received continuously from apprentices, mechanics and foremen. The new club is now well settled in its commodious and well-appointed quarters, the old Moose Hall at 111 Jones Street, where a dance and a smoker are held each month, events which are helping to attract its increasing membership.

The Club's baseball team is building a record in San Francisco bush league baseball. It already has a string of six straight victories to its credit against some of the strongest amateur nines in the city, a feature which is attracting the attention of many of the younger mechanics.

"Tell your employees about the Craft Club," says Manager Benson. "The dues are fifty cents a month which gives the members the advantages of a gymnasium, pool, radio, piano, library and reading room." The club is run by the membership through a Board of Directors and a House Committee elected by the members.

Monterey Organizes

The Industrial Association of Monterey County is the newest member of the American Plan family in northern California. Assisted by officers of the Santa Clara County Industrial Association, the Monterey association was organized during July with E. B. Gross, President of the E. B. Gross Canning Company, as President and eight other leading businessmen and employers as officers and directors.

The Monterey Association in the heart of a rapidly developing industrial and construction territory, is destined to become an important link in the chain of California organizations pledged to free California industry from the incubus of closed shop tyranny.

The AMERICAN PLAN



“Unless We Say So”

The Carder Woodwork Company of Boston was doing a business of \$70,000 a year back in 1916. One day three union agents walked into the plant, Feeley, Toomey and Howlett of the Carpenters' District Council of Boston.

Said Howlett: “Of course you can't run your business unless we say so, you understand? I hold my hand on the heads of one hundred and fifty thousand men. What are you going to do about our notice?”

A few months previously the Carpenters' District Council of Boston had dispatched the following notice to contractors, manufacturers of wood trim and others interested in the carpentering trade:

“Enclosed you will find a copy of the Trade Rules issued by the Carpenters' District Council of Boston and Vicinity. I desire to call your attention to the changes therein, particularly the working hours and wages, which will take place on June 1, 1916 for outside carpenters,

also shop and millmen. Also to notify you that on and after the same date members will handle only trim that bears the Label of the United Brotherhood of Carpenters and Joiners of America. Any further information you may desire can be obtained from the Secretary.”

Said the Supreme Court of Massachusetts, eleven years after to Feeley, Toomey and Howlett, the Carpenters' District Council of Boston, et al:

“The plaintiffs severally are entitled to a decree (injunction) dealing with the following issues: (1) the refusal of the members of the union to install non-union made material; (2) strikes to compel any employers to refrain from purchasing non-union made material; (3) the issuing of an unfair list; (4) strikes to compel the hiring of union foremen only; (5) the imposition of fines upon union men who are unwilling to join unlawful strikes; and (6) the combination to induce employers to purchase union made material only.”

Take Advantage of This Free Service

Since January 1, 1927, the Employment Department of the Industrial Association has furnished San Francisco employers nearly 5000 laborers and mechanics without cost to the employer or the workman.

This service is part of the regular work of the Industrial Association and functions at a peak of efficiency. When you need either unskilled or skilled labor in any trade take advantage of our facilities to fill your demands.



INDUSTRIAL ASSOCIATION

Employment Bureau

173 Jessie Street

Telephone Douglas 7626
7627



THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VI

No. 5



SEPTEMBER
OCTOBER
1927



Wigginton E. Creed

Labor's Parade

An Anxious Juror

In Stone and Steel

As We Were

A Warning

Sounding Off

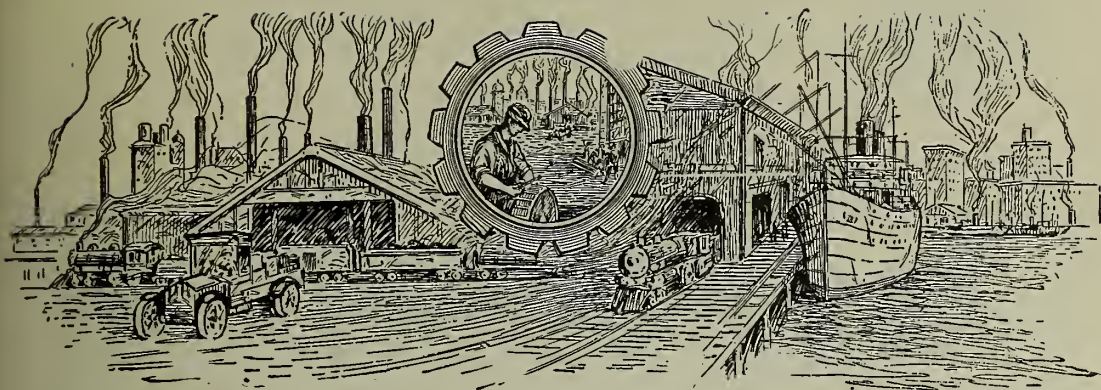
BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO



Wigginton E. Creed

1877-1927



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco
 Published Bi-Monthly
 Subscription Price \$.25 a year, included in annual dues

Wigginton E. Creed

An Appreciation

On the morning of August 6, 1927, death snatched from the service of the people of California Wigginton E. Creed, President of the Pacific Gas and Electric Company, and a director of the Industrial Association of San Francisco. He died at the age of fifty with a record of constructive achievement attained by few men in the industrial history of the West. His passing marks the loss of one of the great constructive minds developed in California during the past thirty years.

Wigginton E. Creed was a native of California, born in Fresno, February 8, 1877. He was graduated in law from the University of California in 1898. A brilliant professional career led him to the presidency of the East Bay Water Company of Oakland after he had won high recognition for his organizing ability in straightening out the tangled affairs of the old Peoples Water Company. His next step was to the presidency of the Pacific Gas and Electric Company in July, 1910.

Here he won national prominence and fame and when the Columbia Steel Corporation was formed the burden of the direction of its vast affairs was laid upon his shoulders.

Mr. Creed was aptly described as "a complete man." Not only was he a conspicuous leader in the industrial life of the West to which he was consecrated by birth but he paid devotion of his money, time and abilities to benevolent, educational and public affairs that San Francisco and the State of California might be a better place for all of us to live. For eight years he was a trustee of the California Institute for Deaf and Blind. He served as President of the Alumni of the University of California, and in that capacity as a regent of the University. He was, likewise, a trustee of Mills College.

To the Industrial Association of San Francisco Wigginton Creed brought the talents of his leadership and spent them generously in our service that metropolitan San Francisco might be a better place for men to work. Economist that he was, he knew what industrial freedom meant to this city and he gave of himself as a Director and member of the Advisory Board to aid the work of the Association in achieving it. His death is an irreparable loss to the officers and his fellow directors of the Association whom he has

(Continued on page 5)



The AMERICAN PLAN

How Big Is a Parade?

Bay District unions held their "big parade" this year in San Francisco. On the whole it was a good turnout and well conducted as compared with other years.

There were 5,023 men, women, children, police and politicians in the line of march including bands and drum corps, according to an accurate, triple checked count made in detail. Another independent count contributed to the San Francisco Chronicle by Mr. Archie Rice gave a total of 5,238 persons afoot and mounted in the line of march. Probably another 5,000 sympathizers and casual pedestrians watched the spectacle. The parade in San Francisco this year was somewhat smaller than the one held in Oakland last year during the carpenters' strike when an accurate count showed a total of 6,462 participants.

These are the facts. The fiction follows. For some reason or other some labor leaders think they ought to fool the public or at least try to fool it each year on labor day parades.

"Seventy thousand march in Labor Day Parade," shrieked one newspaper in its headlines.

"Thirty-one thousand," another blazed.

"Fifty thousand," said "Organized Labor," official organ of the Building Trades Council which characterized it as "the greatest Labor Day celebration in the history of the city, witnessed by 150,000 spectators jamming the sidewalks from the Ferry Building to the Civic Center.

Too bad, that sort of thing. Unnecessary and out of tune with good unionism and labor's best interests. Everyone knows that it takes between an hour and an hour and a half for 5,000 marchers to pass a given point taking into consideration the usual delays and interferences. The parade this year took exactly an hour and thirteen minutes to pass the corner of Market and New Montgomery Streets which tallies closely with the actual count of the marchers.

There were thousands of good union men and women in the parade Labor Day, good citizens of San Francisco. There were other thousands on the streets and

at the Civic Center. What must they think and what must all thinking citizens of San Francisco think of the pap ladled out by the union propagandists to the San Francisco newspapers and to the union membership at large through "Organized Labor?" Such tactics serve one purpose, blind as the union propagandists may be to it—destruction of confidence in legitimate unionism. When will union leaders wake up and compel those responsible for false union propaganda to tell the truth?

Mr. Archie Rice in his communication to the "Safety Valve" of the Chronicle, points out that such exaggeration is an old, old story. "About twenty-five years ago," he says, "after various advance claims that the combined San Francisco councils of labor actually would have approximately 110,000 men marching in the Labor Day parade, we counted all the individuals as the procession passed the old Chronicle Building. The grand total did not reach 17,000 persons."

Apparently Mr. Rice in those days was on the editorial staff of the Chronicle when newspapers made their own counts on parades and before the propagandist and the press agent were recognized. In some respects, those were the good old days. Apparently union fiction writers didn't "get away" with the pap they succeeded in transmitting to the public of San Francisco today. Perhaps there is some truth in the old saying that persistency wins. The tragedy is, however, that it is bad business for good unionism. American business men discovered some years ago in their public relations that it paid to tell the truth. When is Labor going to find it out?

The Bulletin publishes on another page the Industrial Association's figures on the Labor Day parade for the benefit of its members and others who receive it. However, Mr. Rice's count was so surprisingly accurate, that his communication to the Chronicle follows in part:

(Continued on page 4)



His Mind Was Made Up

"Mr. Hamilton S. Wallace," called the clerk of the Court. It was the beginning of the third trial of George Pesce and Gus Madsen, union carpenters charged with the murder of C. W. Campbell, an American Plan carpenter, during the strike a year ago.

A wasted figure of a man who obviously had seen better days took his place in the jury box.

"Occupation?," questioned the prosecution attorney.

"Process server, former colonel of the United States Army."

"Any reason you could not give the defendants a fair trial and render an impartial judgment on the evidence adduced?"

"None at all." He seemed a bit anxious to qualify himself. But "former colonel in the United States Army" sounded impressive. So the first juror was drawn.

The trial dragged along for three weeks with the State resting its case on the confessions of the defendants and their sworn testimony before the Grand Jury of their participation in the attack on Campbell. The jury retired, elected Wallace foreman and began its deliberations.

JEERS

Forty-four hours later Superior Judge Conlan discharged them when Foreman Wallace announced that they were hopelessly deadlocked, eleven to one for conviction. As Wallace left the courtroom hurriedly slipping through a side corridor to flee from the Hall of Justice, he was booed and jeered by the eleven other jurors. For he was the lone hold-out.

"Eleven of us have reached a decision, there is only one hold-out," he had announced to the Court the night before. "Is there any method by which we can force an agreement?" But he did not indicate to the Court who the hold-out was.

When Judge Conlan sent them back to their wrangling deliberations, the eleven jurors voting Pesce and Madsen guilty of manslaughter furiously threatened to recall Wallace as foreman. "Well, supposing we throw the confessions of the defendants out the window," said one of the

jurors to him. "They are guilty on the basis of their testimony before the Grand Jury."

Said Anxious Juror Wallace: "There's no use of arguing further. My mind is made up. I will not change it if they keep us here ten days."

So ended the third trial of Pesce and Madsen whose conviction would probably foreshadow convictions of A. J. Mooney, Vice-President of the International Brotherhood of Carpenters and Joiners of America; Paul Clifford, union carpenter business agent, leaders in the ten months of strike and strike crime, and five other union carpenters indicted along with Pesce and Madsen for the murder of the aged freeman Campbell. It is worthy to note that the second trial ended the same way, eleven to one for conviction with one woman holding out for acquittal without offering a reason.

WHY ELEVEN TO ONE?

What moved one juror in each of two trials to stand against the judgment of eleven colleagues? Can it be that the officials of the carpenters' union have too much at stake to risk a conviction? Can it be possible that union political strength and union money power can procure jury disagreements in San Francisco when union officials and gangsters are accused of crime, even when they confess to it?

During the trial an enlightening incident happened. The jurors were playing cards in their hotel room. Foreman Wallace attempted to join it. One juror leaped to his feet and stuffing the cards in his pocket quietly announced "I play only with men." There was no dissent from the other players as the game broke up. Was it just a case of strained nerves?

AND WHO IS WALLACE?

Hamilton Stone Wallace was born in the District of Columbia in 1862. He was appointed major in the paymaster's corps of the Army in 1898, Lieutenant-Colonel in 1908 and a few years later Colonel. During 1916 and 1917 he was Quartermaster General of the Ninth Corps Area

(Continued on next page)



The AMERICAN PLAN

of the Army with headquarters in the Presidio at San Francisco. Shortly after the United States went into the World War, he was relieved of his important post in the Presidio and sent to Portland, Oregon, as Depot Quartermaster, a relatively unimportant post. In 1918 he was discharged and stripped of his army rank by order of President Wilson under Article 118 of the Articles of War which deals with absence of officers from their posts for three months or more without leave. Anxious Juror Wallace was quoted in the San Francisco papers of April, 1918, as saying that he was denied benefit of court-martial or board of inquiry.

THE ARMY NEVER TOLD

Just why Anxious Juror Wallace was summarily cashiered from the Army, the Army never told. But no doubt defense counsel in the Pesce-Madsen trial knew him. Counsel for accused union men make it a point to check the records of empanelled jurymen. It is seldom that the President of the United States kicks a high officer of the Army out of the service in time of war under Article 118 of the Articles of War either with or without the findings of a court-martial or board of inquiry.

AND MORE

Hardly had Anxious Juror Wallace slipped out of the Hall of Justice with the "bahs" and "boos" of his fellow jurors burning his ears, than more trouble broke. Several of the jurors went directly to Judge Conlan charging that attempts had

been made by an alternate juror to influence them to an acquittal of the accused union members before the case had been submitted, a crime in the eyes of the law. Pursuant to his duty, Judge Conlan immediately laid the complaints of these jurors before the Grand Jury and Captain of Detectives Matheson detailed detectives to interview each juror.

But when it came to finding Anxious Juror Wallace, the police lost his trail. He turned up a few weeks later somewhat the worse for wear with a pair of black eyes, a bloodied nose and a story that he had been attacked by three men. A week later he found his way into a hospital with a wrenched back and a broken rib. When the police questioned him there about the alleged attack upon him, he repudiated his original story and said, according to press reports:

"I TOOK TO DRINK"

"The rigors of the trial and misunderstandings which led my wife to leave me the day after the trial disheartened me so that I took to drink. In making my way to my hotel room after a drinking bout, I slipped and injured myself aggravating an old injury."

The detectives assigned to check the accusations of jurors that they had been solicited to acquit Pesce and Madsen before the case had been submitted, reported that their findings did not justify a Grand Jury investigation. However, one juror said, "I never saw such a miscarriage of justice."

(Continued from page 2)

About twenty-five years ago, after various advance claims that the combined San Francisco councils of labor actually would have approximately 110,000 men marching in the labor-day parade, we counted all the individuals as the procession passed the old Chronicle Building. The grand total did not reach 17,000 persons.

Today I counted San Francisco's 1927 Labor Day parade participants. The grand total was 5,238 persons. This year's parade may be summarized thus: Time passing, 1 hour, 13 minutes; bands and drum corps, 19, with 437 musicians and drum majors, the organizations having between six-

teen and forty-nine men each; floats and allied equipages (only one horse-drawn), twenty, occupied by eighty-six persons, in addition to the drivers. Banners, thirty-seven; large placards displayed, seven; American flags, large ones, carried, about forty-two, small ones hand carried, about 1,900; automobiles, 122, conveying 330 persons, in addition to the drivers. Little girls (on autos, floats, afoot) 28, boys, 92, with 70 afoot and 22 in vehicles; women, 216, with 110 afoot and 106 in conveyances; men, 4,946, including 437 musicians, 143 drivers, 4 mounted police, 268 passengers in motor vehicles, and 4,094 parading afoot.

ARCHIE RICE.



The Count on Labor's Parade

The total number of marchers and automobile and float passengers by unions in the 1927 Labor Day parade according to the count made by the Industrial Association was 5,412. Among the interesting comparisons to which the parade gave rise was the fact that there were 1,024 fewer participants this year than in the parade at Oakland last year and 5,881 fewer than participated in the 1925 demonstration. In other words within two years labor's strength in the Bay District, as represented by the Labor Day parades has dropped more than fifty per cent.

The count by unions, including marchers and automobile passengers follow:

UNION	TOTAL
Marshals and Aids.....	3
Advance Guard	47
Theatrical Federation	10
Musicians' Union	569
Theatrical Stage Employees.....	80
Theatre Organists	90
Unidentified	54
Unidentified	42
Building Service Employees.....	120
Division II.....	3
Plumbers	27
Steamfitters	77
Sheet Metal Workers.....	70
Marble & Tile Setters.....	112
Bricklayers	23
United Laborers	127
Steam Shovel Men.....	125
Lathers	41
Asbestos Workers	21
Electrical Workers	185
Structural Iron Workers.....	42
Elevator Constructors	46
Cement Finishers	44
Ornamental Plasterers	20
Teamsters	380
Milk Wagon Drivers.....	133
Unidentified	88
Garage Employees	17
Tobacco Workers	4
Painters	235
Varnishers & Polishers.....	41
United Glass Workers.....	17
Sign Painters	3

Automobile Painters	6
United Garment Workers.....	135
Culinary Workers	34
Carmen's Union	109
Unidentified	12
Trackmen	32
Federal Employees	57
Draftsmen	37
Admission Day Float.....	3
A. F. O. L. Label Section.....	34
Upholsterers' Union	58
Water Workers	40
District Council of Carpenters.....	8
Carpenters' Locals	503
Pile Drivers & Bridge and Dock	
Builders	107
Metal Trades Council.....	7
Molders	387
Unidentified	28
Ship Builders' Union.....	93
Machinists	142
Automobile Workers	53
Allied Printing Trades.....	70
Typographical Union	172

Total..... 5023

In addition to this there were 17 bands numbering 389 bandsmen in the line of march, 26 floats whose passengers have been included in the totals accredited to each union and 84 automobiles whose passengers were also accredited to the unions whose banners they followed.

The total number of marchers, made up of advance guard and men afoot was 4,491; the total number of automobile passengers 318 and the total number of passengers on floats 214.

CREED

(Continued from page 1)

left behind to carry on without his wise, kindly counsel and staunch support.

Gentle father of a beloved family, kindly employer, loyal, generous friend, builder and leader of men, thousands who knew the aid of his ready hand and open heart will mourn him in years to come.



The AMERICAN PLAN



THE RUSS BUILDING
An American Plan Tower



What the American Plan Means

What does the American Plan mean to San Francisco?

The answer can be found in the Russ Building. Here, indeed, is the answer, not in vagrant words but in \$6,000,000 worth of steel and concrete.

San Francisco's tallest—400 foot—skyscraper and the Pacific Coast's largest office building occupying the block on Montgomery Street between Bush and Pine Streets, is completed and occupied only fourteen months after construction began in June, 1926. COMPLETED AND OCCUPIED FIVE MONTHS AHEAD OF SCHEDULE.

The new Russ Building is an epic in industrial relations, testimony beyond the reach of contravention that the prosperity and future of San Francisco is linked irrevocably with industrial freedom. The Russ Building, completed and occupied five months ahead of schedule, was begun during the carpenters' strike last year under the American Plan by the Dinwiddie Construction

Company, and although at times as many as 1,000 men were employed on it, not a day was lost owing to labor trouble. Nor a dollar.

"From start to finish there was no hesitation in the progress of construction," said President S. Waldo Coleman of the Russ Building Company, "from the day in May, 1926, when we began clearing the site of the old building until September 1, 1927, when we opened it for occupancy. This is an outstanding building accomplishment on the Pacific Coast."

At no time from May, 1926, (the carpenters' strike was called in April, 1926), to September 1, 1927, was there any shortage of labor. That is important because

between April 1, 1926, and January, 1927, the Industrial Association was forced to bring in hundreds of mechanics to meet the challenge of the carpenters' union whose officials under date of March 23, 1926, ordered all non-union carpenters off jobs where union carpenters were employed and who subsequently attempted to get other building trades crafts to join them in their demands.

Yes, the Russ Building was an American Plan job and it was finished five months ahead of time with a saving of thousands of dollars to investors in it because it was an American Plan job.

And because it was an American Plan job, there were no jurisdictional disputes and strikes between union craftsmen, no dominating business agents dictating to the contractors and the owners who should work, how many men should be employed, what tools they should use and how much work each man should produce each day.

No, there was none of that. Nor was there any graft paid to union officials. This will interest business men, employers and investors in Chicago, Cleveland and New York whose buildings are five months behind schedule instead of five months ahead, who have lost millions of dollars through kow-towing to the closed shop, to grafting union officials, through inter-union warfare as to which craftsman shall set a window or bore a hole through a wall for a pipe.

It ought to interest, too, the people of San Francisco who suffered for 25 years under closed shop rules, who saw the building industry of the city tied up for months by ultimatum of union czars. It ought to interest, also, the rank and file

RUSS RECORDS

Tallest building in San Francisco

30 stories—400 feet high

Largest office building on the Coast

Eight acres of office space

Built in 14 months, American Plan

Five months ahead of schedule

Not a day's delay in construction

9000 tons of structural steel

1500 tons of re-enforcing steel

22,000 yards of concrete

16 elevators



The AMERICAN PLAN

of union men because steady work was provided for skilled mechanics day after day at Impartial Wage Board wages for 14 months. That they were good mechanics, that American Plan mechanics are skilled workmen, the workmanship on the Russ Building proves. It is one of the architectural and construction triumphs of the Pacific Coast in this respect. Mr. George W. Kelham, Russ architect, by the way, is a director of the Industrial Association.

Before we go further, it is timely to remark that only one workman was killed during the construction of the building. During the days of the closed shop, union rule, it was an accepted formula, one man's life for every floor. At that the man who was killed on the Russ Building lost his life because he violated orders. The primary reason for the low mortality rate was that the Dinwiddie Construction Company employed the Safety Engineer of the Industrial Association, Mr. J. J. Rosedale, and put him in charge of installation of safety devices for the protection of the lives and limbs of the workmen. Mr. Rosedale's services with the Association and the contractors of San Francisco and the Bay District are part and parcel of the American Plan which guarantees safe and sanitary working conditions. The Association spends money to see that these guarantees are carried out. The Pacific Telephone and Telegraph Building was built under the American Plan without the loss of a single workman with Mr. Rosedale as safety engineer. It, too, established a record for economical, quick construction.

Nor should we forget to call the roll of some other big buildings which have gone up under the American Plan, the Hunter-Dulin Building, built under strike conditions; the Standard Oil Building, one of the first under the American Plan; the Pacific Gas and Electric Building; the Mark Hopkins Hotel, built under strike conditions; the Financial Center Building, and a score of others. All testimony of the suns to what the American Plan means in dollars and cents to the business men, workmen and people of San Francisco generally, of what it means to outside capital seeking investment.

(Continued on page 11)

50,000 Jobs

Some idea of the work which the Industrial Association has accomplished in the placing of men on jobs through its employment bureau since the Association was formed in 1921 can be grasped from the fact that from June, 1921, to September 1, 1927, 52,994 workmen have been placed on jobs by the bureau without charge either to the employee or the employer. Since January 1, 1927, which approximately marked the end of the carpenters' strike, the bureau has found work for 5,306 men and likewise has served the employers of San Francisco to that extent.

The Association places on an average of 29 men each day for 25 days each month, averaging 727.5 men each month. To obtain instantaneous response if you want competent, skilled help call Douglas 7626 or Douglas 7627.

Architectural Awards

A ceremony unprecedented in the history of San Francisco took place on the evening of August 31st with the presentation at Temple Emanu-El of the Certificates of Award of Honor given by the Northern California Chapter of The American Institute of Architects to the winning owners, architects and contractors in the architectural exhibit held here last May. Temple Emanu-El was chosen as the scene of the ceremonies because it had received the Distinguished Honor Award in the exhibit.

The Temple was crowded with the members of the Northern California Chapter of Architects and hundreds of others who responded to the public invitation broadcast by Rabbi Louis I. Newman to visit and inspect the Temple. John Reid, Jr., President of the Northern California Chapter of The American Institute of Architects presided. Among the speakers were Mayor James Rolph, Jr., John Galen Howard, Frederick J. Koster and Rabbi Louis I. Newman. The Managing Director of the Industrial Association was called upon to present the Certificates of Award in the absence of Mr. Harris Allen, Vice President of the Northern California Chapter of Architects who was prevented from attending by illness.



And So It Used to Be in San Francisco

New York, the biggest city in the world is under union rule even as San Francisco used to be. And New York is squirming to escape the toll of millions of dollars in graft exacted from it under the closed shop rule of the building trades unions even as San Francisco cringed and squirmed until it found courage to form the Industrial Association and raise a million dollars to break the shackles of union dictatorship.

After six years of industrial freedom it is almost impossible to believe the story of New York although San Francisco lived the same shameful story herself for 25 years. Here is the story briefed and, as yet only in part, related in sworn testimony before the New York State Industrial Survey Commission appointed by the Legislature of the State of New York to devise some method of reducing building construction costs:

Union Carpenters refuse to work on scaffolds erected by plasterers' helpers. Plasterers refuse to work on scaffolds built by union carpenters. Both crafts walk off the job in a jurisdictional dispute. Sympathetic strikes ensue. All construction depending upon preliminary work by these crafts stops dead until the unions fight it out. The owner pays the loss.

Union plumbers and union electricians are working on the same job. The electricians put a man in charge of a pump on pay for two hours a day to throw the switch on in the morning and off at night. The plumbers' union demanded that a plumber be put on the pump at the two hour rate, threatening to pull out the pipes if their demand was refused. The electrician business agent threatens to pull out the wiring and connections. The pump was supplying water for construction of the building, an Architects Building at that. The pump had to be discarded to settle the dispute and connections made with the main line of water supply.

During construction of a building a "maintenance man" gets \$250 a week for oiling construction elevators. He has nothing to do with the running of them. For oiling one he gets two hours,

for two, four hours, for three \$250 a week.

Hoisting engineers under union made New York ordinance demand their \$14.00 a day for riding in a truck whose winch is used to swing furniture through a window when the elevator door cannot accommodate it.

A hoisting engineer collects fifty cents a week from every workman whom he transports on construction elevators. It is his graft above and beyond his \$14 a day for hoisting materials.

A steel concern on an alteration job without its own hoisting engineer must pay two hours to the engineer on the job for a single hoist during the noon hour at \$1.50 an hour. Some hoist engineers make \$7 a day extra under this rule.

The bricklayer cement masons and the plasterer cement masons, green and red card men respectively, tie up a \$30,000 plastering job with a strike clause in the contract when the plasterers find that the cement work was done by the bricklayer cement masons instead of the plasterer cement masons. The contractor put on pink card with green card men. He had eighteen green and twelve pinks. The greens threatened to strike. He laid off the pinks. Then he lost everybody.

It costs \$500 to join the Plumbers' Union in New York.

Mr. Christian G. Norman, Chairman of the Board of Directors of the Building Trades Employers' Association, testified that union restrictions on production, not high wages, were responsible for high building costs in New York.

The Steamfitters and the Steamfitters' Helpers Associations have an agreement whereby there must be a helper on every job where there is a journeyman though it may be only a journeyman's job and that there must be a journeyman on every job where there is a helper.

The Plumbers' Union requires two journeymen on every job where a



The AMERICAN PLAN

helper is necessary, two journeymen plus the helper. You cannot have two journeymen and two helpers, you must have four journeymen if the job requires two helpers. For a one man job the owner must pay \$28 a day.

In New York after the Board of Health has approved a rough plumbing job, all hands have to stand idle until a union inspector arrives to give his approval also. If the job is covered in he will order it torn out and pull his men off the job if his orders are not obeyed.

"Even if the City Inspector has approved it?" asked the Chairman of the Survey Commission of Samuel L. Snyder, President of the Plumbing and Piping Contractors' Association, who was testifying.

"Yes, even though it has been passed by the City Inspector."

"And the purpose?"

"To make more work, I suppose."

"And the public pays the bill?"

"Surely."

Yes, there is more of, reams of the same sort of testimony. It sounds like San Francisco ten years ago. It is New York today. It would be San Francisco tomorrow were it not for the Industrial Association and the thousands of San Francisco business men who have made it possible for the Association to keep San Francisco free, to keep the workers free, to keep capital free, to save millions of dollars through increased production and at the same time to support higher wages in the building industry.

Edward Beach Howell, in the American Review of Reviews, quotes a bewigged, ruffled, belted and cordial Under-Sheriff of Old Bailey Court as saying:

"Jurors in British Courts must be tax payers in substantial sums,—\$50 for common jurors and \$500 for special jurors. * * * And the special jurors," the Bailiff said, "were the better. Challenges of jurors are practically unknown in British courts, and challenges for cause so infrequent that they are almost unknown."

In Detroit

Detroit is building close to \$150,000,000 in new construction this year under the American Plan if the building permit figure of \$70,000,000 for the first six months of 1927 can be taken as indicative. Percy E. Wright in an article in the Detroit Saturday Night, a weekly publication, estimates that lowered building costs made possible by the American Plan saved \$1,400,000 on the first six months construction which if carried through for the year would mean that investors in Detroit building will save a total of \$2,800,000 during 1927. He bases his figures on comparisons between building costs under the American Plan in Detroit and construction costs in other cities building under closed shop rule.

"Nor are the lowered building costs in Detroit brought about by reduction of wages," he points out, "as Detroit contractors pay a wage equivalent to that paid in any other city." It is because "only American Plan contractors are privileged to introduce efficient methods and labor saving devices."

Comparative costs of two buildings of identical type and construction, one erected in Pittsburg under closed shop rule and the other in Detroit under the American Plan, show that the Detroit American Plan job was erected for 20 per cent less, Wright analyzes. The Detroit job was completed in four and a half months; the Pittsburg job took nine months. He closes his article by pointing out that Detroit's phenomenal growth and prosperity is attributable to uninterrupted building, steady employment and lowered costs under the American Plan. According to the Detroit figures San Francisco, too, has profited 20 per cent of \$300,000,000 or \$60,000,000 in the past six years.

News dispatches continue to find their ways on the wires from various points in the United States quoting President William Green of the American Federation of Labor on the five-day week. One of our prominent artists, who works about 70 hours a week, says: "I am for the five-day week because it will be tough on the boys who only work four days."



Building Trades Command Closed Shop

A national warning that building trades unions are striving—and seemingly have made a good beginning in the past year—to impose their stranglehold on the building industry of the country has been sounded by Noel Sargent, Manager of the Industrial Relations Department of the National Association of Manufacturers. The carpenters' strike last year was part of this national conspiracy.

"Henceforth, there will be no open shop contractors in the building industry." This is the command issued by President McSorley of the Building Trades Department of the American Federation of Labor following the fiat of presidents of sixteen building trades unions comprising the Department, that contractors will not be allowed to work open shop in one community and closed shop in another. This means that the building trades unions are going to use their power over contractors in closed shop cities to force American Plan communities under closed shop rule.

The American Federation of Labor, Mr. Sargent says, has lost enormously during the past few years in the railroad and bituminous coal industries. It now seeks to recuperate its strength in the building trades department and thus create a medium by which the manufacturing industries of the country may be completely unionized.

Peak of open shop strength in the building industry was reached in 1925 with 40 per cent of the building in the United States under the open shop or American Plan. In 1926 it dropped to 31 per cent, according to surveys made by the National Association of Manufacturers in 120 communities including New York. Excluding New York, however, in 119 cities with a total population of 26,929,380 inhabitants open shop construction rose from 43 per cent in 1921 to 54 per cent in 1925 and dropped to 43 per cent in 1926.

"The decline in relative proportion of all construction erected open shop in 1926 should serve as a clear warning to all in-

terested in reasonable construction costs that they must be on the alert," said Mr. Sargent. "Every industrialist who would regret the closed shop in other fields of industries should energetically support organizations which are trying to keep the building industry open shop."

In 1919 not over ten per cent of the building industry in America was open shop. The building trades constituted the main strength of the American Federation of Labor and were the chief impetus in extending union strength and control in other industries. Lack of support by investors, builders, contractors and business in general, of the organizations which broke this rule means a return to the old, intolerable, costly conditions, jurisdictional disputes, sympathetic strikes, restriction of production, all the evils from which New York and Cleveland are now suffering and which San Francisco suffered for twenty-five years prior to the formation of the Industrial Association.

AMERICAN PLAN

(Continued from page 8)

The Industrial Association is San Francisco's guarantee that these things can be done, is San Francisco's invitation to capital and labor to come here and build and work in peace and freedom. Those San Franciscans who struggled against closed shop rule for 25 years prior to 1921 are unwavering in their support of the Association. They know. Let those who know not follow those who do.

The American Plan is the American way.

"The closed shop is hard, selfish and unsocial."—William Howard Taft.

The American Plan is a guarantee of freedom.



The AMERICAN PLAN

Labor's Radicals Sound Off

Radicals in the San Francisco labor movement are organizing for a fresh attack upon San Francisco business, progress and prosperity. Under the heading "Mobilize for Struggle" a dodger distributed by the San Francisco Section of the Trade Union Educational League calls upon the unorganized to organize, to set up membership organizing committees and to form a labor party. This last, the Labor Party, is already under way with the various unions naming delegates to its convention.

"Labor Day, 1927, finds the organized labor movement fighting with its back to the wall," the circular broadcast by thousands, says. "The big problem is how best to stop the retreat.

"The attack of the Industrial Association has made tremendous encroachments on the closed shop. Organized labor can only make a fatal mistake by refusing to recognize this situation. Only by facing the facts as they are can Organized Labor devise the ways and means of successfully meeting the attack of the Industrial Association."

Of course, as everybody knows the Industrial Association has never attacked Organized Labor. It has always believed in the right of men to organize, to work for their best interests, to strike if necessary against injustice. Nor is it made up of just rich men. There are hundreds of its members who have less than some labor leaders.

Such is the tenor of the call to arms. It goes on in its calculated effort to inflame the unthinking by accusing the Industrial Association of trying to destroy unionism. "The Industrial Association has within its ranks all the big employers of labor, the backing of the great financial interests. It utilizes the daily papers in its campaign of union smashing. It has its propaganda bureau that wields an incalculable influence in the molding of public opinion."

However, the thing is worth quoting in full so we are reproducing it on another page. It is full of hokum of course but it cannot be taken lightly. It means that hundreds of men are working in San

Francisco night and day to seize control not only of San Francisco's business and industry but even political control to sovietize us if it can. It means that the price of liberty is eternal vigilance on the part of conservative labor and on the part of the membership of the Industrial Association if we are to maintain industrial freedom. It means that we must continue to fight and fighting costs money.

Let no man think that now the carpenters' strike is a thing of the past, that the work of and support of the Industrial Association is done. The carpenters' strike was an incident in the work of the Association. Keeping San Francisco free industrially is a continuous job.

When Noel Sargent, Manager of the Industrial Relations Department of the National Association of Manufacturers, was here early in September he said "Eastern business, industry and finance are watching San Francisco with interest. They know what you have done to make San Francisco free but they are waiting to see if you can keep it up. They know that if you relax your vigilance you will slip back immediately under the rule of union labor. Your job is not done, will never be done. It is a permanent, day to day, month to month, year after year job. The other side never quits and you cannot afford to quit. If you relax, you are lost."

Giving us credit for all we have done since 1921, that's what the East thinks of us. And they are right. The circular of the San Francisco Section of The Trade Union Educational League, a heavily financed national organization, proves it.

"Good Business"

"The open shop is worth more to Los Angeles than anything else the community possesses and should be maintained perpetually at any cost," says R. W. Pridham, former Chairman of the Los Angeles County Board of Supervisors and President of the Los Angeles Chamber of Commerce, writing under the title, "Good Business and the Open Shop."

The AMERICAN PLAN



(REPRODUCTION OF A RED DODGER)

Mobilize for Struggle

Labor Day, 1927, finds the organized labor movement fighting with its back to the wall. The big problem up for consideration on this day should be: How best to stop the retreat? How can labor secure for itself better wages, better conditions, a larger voice in the determination of labor's destiny?

The attack of the Industrial Association has made tremendous encroachments on the closed shop. Organized Labor can only make a fatal mistake by refusing to recognize this situation. Only by facing the facts as they are can Organized Labor devise the ways and means of successfully meeting the attack of the Industrial Association.

The Industrial Association has within its ranks all the big employers of labor. It has the backing of the great financial interests. It utilizes the daily papers in its campaign of union smashing. It has a propaganda machine that wields an incalculable influence in the molding of public opinion. By mobilizing its forces, the Industrial Association is able to whip any employer into line who may desire to treat with Organized Labor.

The experience of the Labor Movement of San Francisco since the open shop drive of 1921 should be sufficient to convince the most obtuse that the Industrial Association will not slacken its attack until every vestige of organized resistance has been destroyed. For Organized Labor to accept the so-called American Plan is to commit slow suicide. Even the attempt at worker-employer collaboration and "collective bargaining," acceptable to some of the labor leaders, is coming to be rejected by the employers. They will be satisfied with nothing short of complete capitulation.

ORGANIZE THE UNORGANIZED

The Organized Labor Movement of San Francisco can only meet the attack of the Industrial Association by instituting a vigorous campaign to organize the unorganized workers of the city. In a situation where scarcely 25,000 workers out of more than 150,000 eligible to membership are in the trade unions the task of organizing the unorganized takes first place on the Order of Business.

The thousands of workers on the Market St. Railway are without organization. The Southern Pacific Shops are mere ghosts of their former vigor. The Water Front is open shop. Ship Building has no effective union. The Oil Industry is Company Union. Pacific Gas and Electric workers are at the mercy of that merciless corporation.

It is a tragic picture, but by no means hopeless. A militant drive to organize the unorganized will receive an immediate response. The splendid struggle of the Passaic Textile workers is no isolated instance. It will be duplicated in every industry in which a vigorous organization campaign is undertaken.

SET UP MEMBERSHIP ORGANIZING COMMITTEES

It is not sufficient to leave this all important task to the Business Agent or to a paid organizer. Mass membership organizing committees must be set up. In the various industries in the city all the unions involved should carry on a joint drive to organize everybody in the industry. A city-wide drive should be made by setting up a committee representative of every union, including the central bodies. A joint drive of this sort will assure concerted action of all the workers whenever any section is attacked by the Industrial Association. It will bring the support of the entire movement behind any section engaging in a struggle for better wages and conditions. It cannot help but draw all the workers closer together on the basis of their economic interests.

A LABOR PARTY

Time was when San Francisco had its own Labor Party. This Labor Party was based upon the trade unions. It developed sufficient strength to elect its own candidates to office and to impress its viewpoint on the politics of the city. But the Union Labor Party has degenerated into a miserable machine utilized by the politicians in the Labor Movement to advance their individual interests without consideration of the political interests of the mass of trade unionists. The fallacy of "endorsing" friends of labor may land the labor politician into a soft job, but its beneficial (?) effects do not penetrate to the rank and filer.

Delegates to the coming Union Labor Party Conference should insist that a call be sent to all workers' organizations, economic, political, fraternal and beneficial, to attend a City Convention for the launching of a United Labor Ticket, to nominate its own candidates for public office and to institute a vigorous campaign for their election.

Fight against the so-called American Plan.

Down with the Industrial Association.

Institute joint campaigns to organize the unorganized.

Clean up the non-union cesspools.

Fight for the eight hour day and the five day week.

Smash the company unions.

Launch the united labor ticket.

San Francisco Section of the Trade Union Educational League.



CASH IN ON THIS!

Since June, 1921, the Employment Department of the Industrial Association has furnished San Francisco employers more than 50,000 laborers and mechanics without cost to the employer or the workman.

This service is part of the regular work of the Industrial Association and functions at a peak of efficiency. When you need either unskilled or skilled labor in any trade take advantage of our facilities to fill your demands.



INDUSTRIAL ASSOCIATION

Employment Bureau

173 Jessie Street

Telephones Douglas 7626-7627



THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VI

NO. 6



NOVEMBER
1 1 1
DECEMBER
1927



The Elections

1 1 1

So "They" Said

1 1 1

Unionism

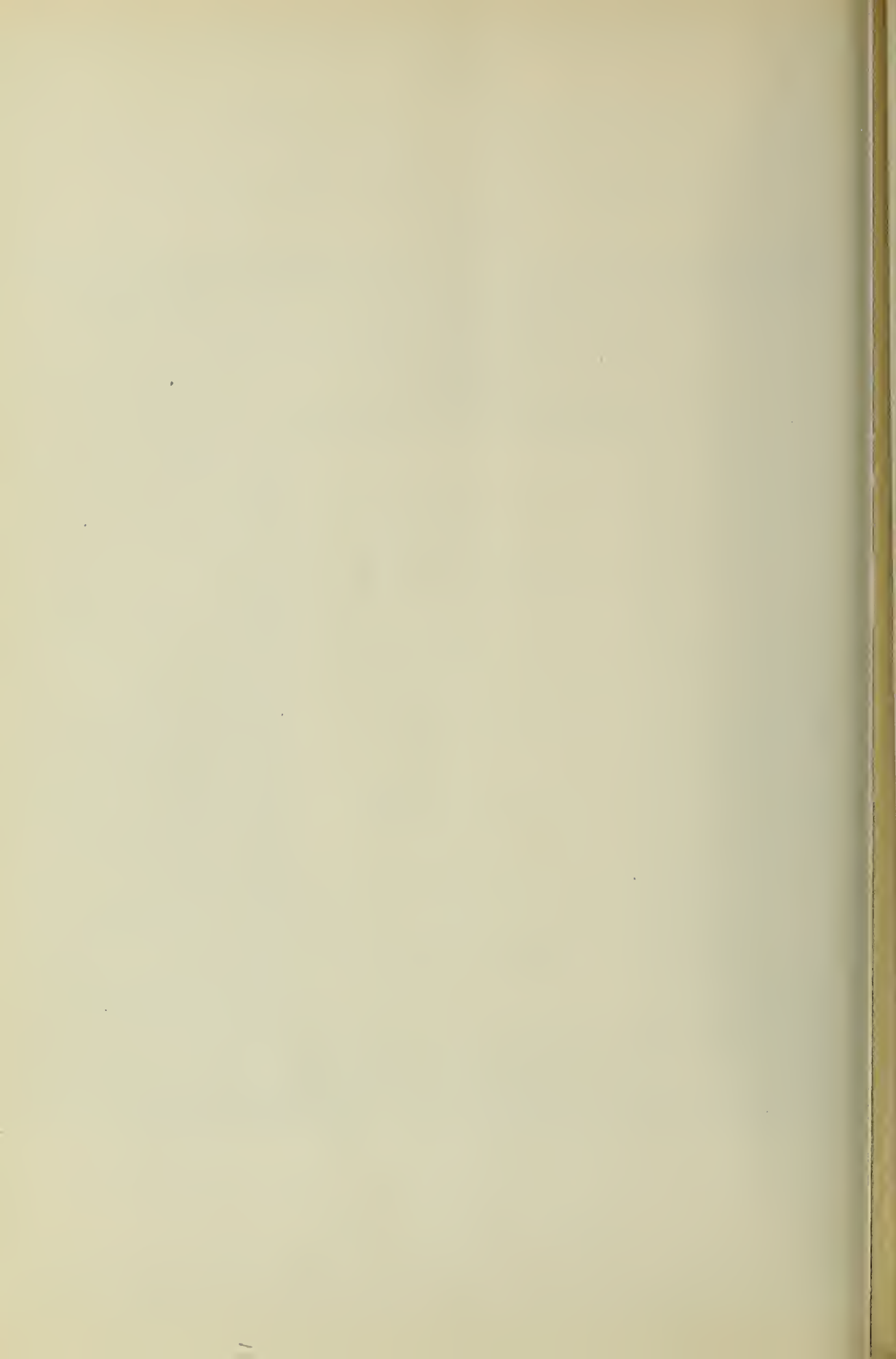
1 1 1

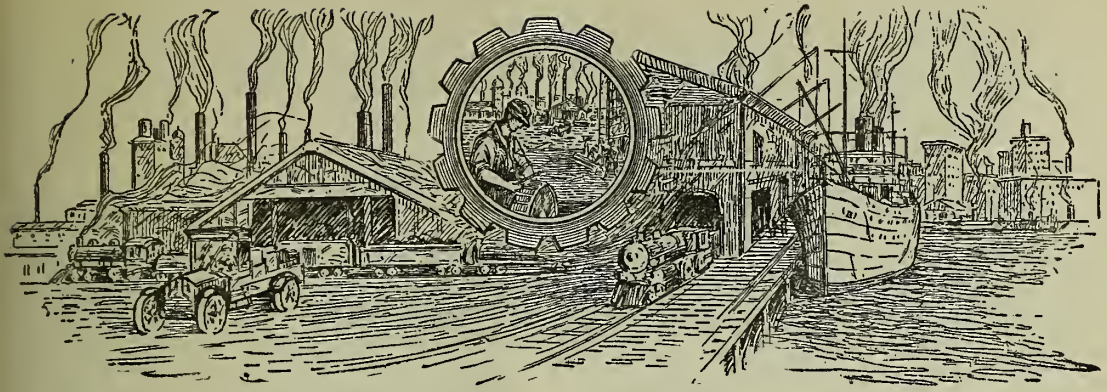
The A. F. of L.

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the

INDUSTRIAL ASSOCIATION of SAN FRANCISCO





Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco

Published Bi-Monthly

Subscription Price \$25 a year, included in annual dues

"Speaking as Building Trades Men"

"Speaking as building trades men of San Francisco we say to Mayor Rolph that which he cannot truthfully deny—'Sixteen years ago you were elected Mayor of a union city and next Tuesday you are leaving it non-union.'"

So said Organized Labor, official organ of the San Francisco and State Building Trades Councils, in a front page blurb three days before San Francisco's election of November 8, 1927.

Mayor Rolph was elected by 90,359 votes to the scant 59,335 votes given labor's candidate. That was San Francisco's answer to the professional labor politicians of San Francisco who attempted to install a labor dictatorship again in the City Hall and through the constitutional government of the city slug San Francisco into submission under the closed shop. The people of San Francisco having gone through six years of unprecedented prosperity under the American Plan gave Mayor Rolph the biggest plurality he had ever received during the five times he has stood as a candidate for the city's chief executive office.

Labor's objective in the 1927 municipal elections was the theft of the San Francisco Police Department and the legislative and executive power with which to club San Francisco industry into submission to its will by the now famous spur

track ordinance which Mayor Rolph vetoed. They wanted control of the Police Department that union wrecking crews might slug and beat without hindrance during strikes and they wanted the spur track ordinance that they might take from any manufacturer who opposed them, the power to operate his plant by denying him ingress or egress to or from it.

Such are the misguided politics of misguided leaders of labor in San Francisco. Such are the policies and politics which have destroyed the union labor movement in San Francisco, destroyed it at heavy cost in strikes and strike assessments to the working men of this city.

Labor's infant politicians discovered that they needed control of the San Francisco Police Department last year during the carpenters' strike when organized wrecking crews numbering 300 men were cruising the city in broad daylight slugging, beating, and murdering American Plan carpenters. They even forced the Board of Supervisors to pass a resolution calling upon the Chief of Police to withdraw police protection from construction jobs where American Plan workmen were employed. When the executive and police authorities of the city refused to obey the commands of the labor politicians and to follow the childish reso-



The AMERICAN PLAN

lution of the Board of Supervisors, they vowed to "get" Mayor Rolph and to take command themselves of the constitutional arms of government in order to compel San Francisco employers to bow to their will.

Union Labor in San Francisco made its greatest bid for power in the November elections. And it lost. The November election was the first chance since the carpenters' strike that the people of San Francisco really had to speak their mind. And they spoke it.

Let us hope that the rank and file of labor has heard it. Let us hope that the honest union working men and women of San Francisco who have been misled by their power-seeking officers will clean house and re-establish the reputation of the labor movement in the minds of the people of San Francisco.

One of the surprising things in the campaign was the remarkable race made by Maurice T. Dooling against District Attorney Matthew Brady, the incumbent of the office for eight years. Previously almost unknown to the San Francisco public, Dooling piled up a total of 62,397 votes only 12,372 votes less than Brady's total. It is safe to assume that had Norman D. Cook, who polled 17,640 votes, left the field to Dooling and Brady, Dooling would have been elected.

Dooling, who served a number of years in the City Attorney's office, is the son of the late Federal District Judge who endeared himself to all San Franciscans.

Another close race was that between Police Judge J. M. Golden and Leo A. Murasky who, entered the race for the police bench with no previous public record. Nevertheless he polled 80,384 votes, or only 2,517 less than Judge Golden's 82,901 votes, a truly remarkable performance. He is the son of Superior Judge Murasky.

They Know How

Union business agents in Los Angeles demanded that the Foundation Company of America, which had the contract for the construction work on the plant of the Goodrich Rubber Company, should discharge several hundred American Plan workmen, employ nothing but union labor or suffer strikes on the work the Foundation Company had under way in other cities. This was in line with the ukase of the council of the heads of the International Building Trades Unions held a few months ago in New York, that a construction company could not work union in one city and American Plan in another.

The result of the unions demand was that the Foundation Company of America relinquished its contract on the Goodrich Rubber Company's job. Los Angeles would not stand for the demand of the union officials to dictate construction in that city.

Incidentally prosecutions of union agents for larceny or extortion have been mentioned in connection with "working permits" which were sold to some open shop carpenters under the representation that they would be discharged if they did not pay the toll. Apparently all hands concerned, the Foundation Company, union officials and the American Plan carpenters, learned a lesson from the strong stand taken by the Merchants & Manufacturers Association of Los Angeles and the Goodrich Rubber Company.

In Khaki

Police Captain, Charles Goff, who has endeared himself to all real San Franciscans as a stout defender of law and order, has been promoted to the head of the San Francisco Police Traffic Squad. With the promotion goes an increase of salary of \$1,000 a year and the congratulations of San Franciscans who are familiar with his record as a peace officer.



So "They" Said

When they killed Campbell "They" said that they would never be arrested.

When they were arrested "They" said they never would be indicted.

When they were indicted "They" said they never would be tried.

When they were tried "They" said they would never be convicted.

When they were convicted "They" said they would never go to jail.

Well, George Pesce and Gus Madsen, union carpenter sluggers who participated in the murder of aged C. W. Campbell, an American Plan carpenter, more than a year ago during the carpenters' strike, have been convicted and are in jail. A jury, in their fourth trial, found them guilty of manslaughter and Superior Judge Conlan sentenced them from one to ten years in San Quentin.

So the prestige of "They" in San Francisco seems somewhat dulled. "They," meaning the professional labor leaders who were responsible for the orgy of strike crime last year, the "They" who ordered George Pesce and Gus Madsen and 300 other strike thugs to their daily job of slugging and beating men who preferred to work, the "They" who were responsible for a total of 300 crimes.

Some of the "They" are themselves awaiting trial also for Campbell's murder. Among them, A. J. Mooney, Vice-president of the International Brotherhood of Carpenters and Joiners of America, who was in charge of the carpenters' strike here, and Paul Clifford, union business agent and Mooney's chief henchman.

The atmosphere in San Francisco has cleared considerably since April 1st, 1926, and those who were "They" then apparently are not "They" today, not at least when it comes to the orderly processes of order and justice in this community.

The conviction of George Pesce and Gus Madsen came after three previous juries had disagreed, two of them in the remarkable ratio of eleven for conviction and one for acquittal. After each of these two trials there were recriminations and in one instance almost an incrimination by the majority jurymen who felt that untoward influences prevented them from

bringing in a just verdict, that of guilt on the face of the defendants' own confessions of their participations in the Campbell attack. The fourth jury, however, most fortuitously was free of that institutional obdurate juror who was willing in the two previous trials to hold out until "California froze over" before voting guilty. In fact it took only twenty-four hours in all from the time the jury retired to find the defendants guilty of manslaughter as they should have been found guilty in a quick trial at least a year ago.

Yes, justice has at last made San Francisco a dwelling place despite the ego of the "Theys" who presumed to dictate the course of crime in San Francisco, the conduct of the Police Department, of the District Attorney's office, of our judges and of our juries. Let us hope that justice is to make her dwelling place here permanently, for there are more union sluggers awaiting trials for crimes committed during the carpenters' strike last year, in addition to Mr. Mooney, Mr. Clifford and the other murder defendants still to be tried in the Campbell case.

The record of the carpenters' strike is still a dirty slate in the school-room of San Francisco unionism. It should be wiped clean by prompt and continuous prosecution of every case growing out of the carpenters' strike, which still remains on the calendars of our criminal courts. Let those who are innocent be washed clean in the eyes of their fellow citizens. Let those who are guilty be adjudged so and dispatched to jail. It is in the interest of good unionism and good citizenship and our constituted authorities will have the support of all right-thinking union men in pursuing such a course.

To Harmon D. Skillen, able representative of the District Attorney's office, goes great credit for the conviction of Pesce and Madsen. Through four trials he fought single-handed against a battery of skilled, highly paid criminal lawyers retained by the carpenters' union to free the defendants. Skillen's closing argument to the jury was pronounced by some lawyers present as one of the best ever heard in Judge Conlan's court.



Unionism and the Open Shop

Trenchant Harry Chandler of Los Angeles, weathered foe of all tyrants and tyrannies, spoke at the annual meeting this year of the Utah Associated Industries held in Salt Lake City. His subject was Management and Men, of both of which he knows much. Some of the things he said:

"—I know of no higher recommendation for the American Plan, of its intrinsic fairness and justice than that it is the conception and creation of men who have come up from the ranks of wage earners as the great majority of large employers of this generation have. They have worked with their hands and can see both sides of the shield.

"—Acceptance of the open shop by thinking men on both sides of the pay wicket marks the entrance of a new era in industry;

"—The open shop is bringing to a close the tyrannies of both capital and labor, turning traditional hostility into mutual co-operation for mutual advantage, a manifestation of enlightened selfishness, no utopia;

"—It is a common effort to relieve society of the intolerable burden of endless, senseless civil war between its most important components;

"—The day is past when men can be treated as chattels and passing when organized labor can harass and tyrannize capital and industry.

"—Crooked thinking is at the bottom of most human ills. Despotism has always been a product of crooked thinking.

"—Quest of liberty has been the sharpest spur of progress; religious freedom was won at the price of martyrdom and massacre, political freedom by revolution.

"—The effort of the union labor oligarchy to enslave industry is no less inimical to the principle of freedom than was the effort to perpetuate slavery in the South.

"—Like every tyranny, unionism maintains itself in defiance of law and logic; habitually and as a policy resorting to violence and terrorism.

"—Under it a free American youth may not even choose his vocation nor the

worker his employer. If he asserts his independence he is insulted, ostracised, maimed or killed.

"To the employer this industrial tyranny (the union closed shop) dictates whom he may discharge and why, wages he shall pay, hours he shall keep, how he shall run his plant and business, from whom he may buy raw materials and to whom he may sell his product.

"To the public this industrial tyranny undertakes to dictate where, from whom and at what price it shall buy, by whom it shall be fed, clothed and even amused.

"—Unionized communities are subjected to the crime and terrorism which inevitably accompany labor troubles; open shop communities to the ceaseless harassment of 'organizers' and the propaganda of unrest.

"—Consumers are forced to pay the increased cost of living due to the artificial production conditions created by the closed shop and to the extortions levied by unions upon employer and employee.

"—Because it finds its illegal and criminal operations hampered by the courts this tyranny demands the recall of judicial decisions, of the judiciary and the abolition of the injunction.

"—Insisting upon the prosecution of capitalistic combinations in restraint of trade, it maintains the most gigantic combination in history in restraint of industry.

"—It does not hesitate to corrupt officials, to attempt to corrupt judges and juries to secure immunity for its detected criminals.

"—One of the most openly-expressed ambitions of the American Federation of Labor is to accomplish the overthrow of our judicial system.

"—Who constitutes the labor oligarchy which would impose its tyranny upon free America? The entire membership of the American Federation of Labor by its own figures, including an immense amount of inactives, is less than 7 per cent of the total number of workers in the U. S.

"—Its membership has declined 30 per cent in the last seven years partly at least by reason of the social and economic monstrosities it has fathered."



A. F. of L. Seeks Court Control

The American Federation of Labor convention for 1927 met, talked for two weeks and adjourned in Los Angeles during October to meet again next year in New Orleans.

Important results: A "drive" will probably be made during the coming session of the Congress of the United States to strip federal judges of their right to issue injunctions in labor disputes.

Another "putsch" will probably be made upon trembling congressmen to force them to amend the Sherman Anti-trust Act so that union conspiracies and monopolies cannot be hindered by its regulatory power.

These were the important ideas that germinated in the convention. Other decisions were to discourage further labor banking, to continue to fight against "company unions," to try to force the legislatures of California, Illinois and Ohio to legislate against the right of employers to write individual contracts of hire with employees, to attempt to start the five day week in the building trades, to "almost completely restrict immigration." Of course the convention talked, gulped and adopted a lot of other things and measures and resolutions but this is no place for them. It was decided, however, that statistics ought to be used more frequently than strikes to obtain or secure wage increases and that wages must increase progressively as production increases. That last, perhaps, is all right now in San Francisco, now that painters can use brushes more than four inches wide to paint roofs.

Some of the things that were said about injunctions would make fearsome Americans shiver. Not only did the convention decide to "putsch" Congress but also all of the state legislatures and to force candidates for our court benches to declare themselves against labor injunctions in return for labor votes. The Executive Council of the Federation was directed to call a national conference of union representatives and sympathizers to discuss legislation to prevent labor injunctions.

Said President William Green: "Our movement cannot be limited."

Andy Furuseth, President of the Seamen's Union, "Grand Old Man" that he is, ranted: "If you want to get relief from the misuse of equity (a beautiful name for a rotten thing), you want to regulate and define the jurisdiction of the judge so that he may not overstep it;

"If you want to get rid of the obstacles to mutual assistance, elect legislatures which will define the equity powers, not judges who will construe them."

Said Vice-President Matthew Woll: "Let us go forth to bring this issue tragically to the whole of the populace."

What did Matthew Woll mean? Gun-fire? That would be tragic for America and for labor almost as tragic as making puppets of our courts by robbing them of their power to protect property and lives.

Turning to the Sherman Anti-Trust Act, Labor now wants to pull the eye teeth of the dog it raised, wants it amended or repealed so that it will growl at and bite only illegal combinations and conspiracies of wealth and business while union conspiracies, such as the one declared illegal in the Bedford Cut Stone case, would be permitted to dictate to manufacturers and employers and plunder the public. The American Federation of Labor wants it fixed so that unions cannot be charged with restraint of trade while any man who employs union men or other workmen can be jailed for such an offense. When labor counts its eggs, it does not mean six is a half dozen, but rather seven in its own case and five in the case of the other fellow.

On wages the Executive Council advocated the use of statistics to develop wage demands. This was tied into the theory enunciated by President Green and John Frey of the Metal Trades Department that wage increases should keep pace with production." Our duty is to demand and receive the wages to which we are entitled," said Frey.

Perhaps that theory might be sound, taking labor as a whole, if unions would stop restricting production wherever they were strong enough to force the closed shop.



The AMERICAN PLAN

Wage Board Schedules Reaffirmed

San Francisco and East Bay contractors and builders through their associations and exchanges have reaffirmed for 1928 the 1927 wage scale in the Building Trades as established by the Impartial Wage Board in December 1926. This schedule carried wage increases in 43 crafts ranging as high as a dollar a day. Nothing could be more indicative of the effort of the Industrial Association of San Francisco to protect the interests of San Francisco labor under the American Plan than this arrangement to continue the present scale when employment is dropping locally and throughout the United States in the building trades.

Those signing to maintain the scale were: The Builders' Exchange of San Francisco, General Contractors of San Francisco, Inc., Home Builders' Association of San Francisco, Builders' Exchange of Contra Costa County, Industrial Association of San Francisco, The Builders' Exchange of Alameda County, Associated General Contractors of Alameda County, East Bay Industrial Association, Berkeley Builders' Exchange. The scale by trades follows:

Craft—	Journeymen Mechanics
Asbestos Workers	\$ 7.50
Bricklayers	11.00
Bricklayers' Hodcarriers	7.00
Cabinet Workers (Shop)	8.00
Cabinet Workers (Outside)	9.00
Carpenters	9.00
Cement Finishers	9.00
Electric Workers	9.00
Electrical Fixture Hangers	8.00
Elevator Constructors	10.00
Engineers, Stationary	8.00
Engineers, Traveling Cranes	8.00
Engineers, on Derricks	8.50
Glass Workers	8.00
Hardwood Floormen	9.00
Housemovers	8.00
Housesmiths, Architectural Iron	9.00
Housesmiths, Reinforced Concrete	9.00
Iron Workers (Bridge and Structural) including Engineers	11.00
Laborers, common (6-day week)	5.00
Laborers, Building	5.50
Lathers	8.50
Marble Setters	9.50
Marble Cutters and Copers	8.00
Marble Bed Rubbers	7.50

Craft—	Journeymen Mechanics
Marble Polishers and Finishers	7.00
Millmen, Planing Mill Dept.	7.50
Millmen, Sash and Door	6.50
Millwrights	8.00
Model Makers	9.00
Model Casters	7.50
Mosaic and Terrazzo Workers	8.00
Painters	9.00
Painters, Varnishers and Polishers (Shop)	8.00
Painters, Varnishers and Polishers (Outside)	9.00
Pile Drivers and Wharf Builders (including Engineers)	9.00
Plasterers	11.00
Plasterers' Hodcarriers	7.50
Plumbers	9.50
Rodmen	9.00
Roofers, Composition	8.00
Sheet Metal Workers	9.00
Sprinkler Fitters	8.00
Steam Fitters	9.50
Stair Builders	9.00
Stone Cutters, Soft and Granite	8.50
Stone Setters, Soft and Granite	9.00
Stone Carvers	8.50
Stone Derrickmen	9.00
Tile Setters	10.00
Auto Truck Drivers—Less than 2,500 lbs.	5.50
Auto Truck Drivers—2,500 lbs. to 4,500 lbs.	6.00
Auto Truck Drivers—4,500 lbs. to 6,500 lbs.	6.50
Auto Truck Drivers—6,500 lbs. and over ..	7.00
General Teamsters, 1 Horse	5.50
General Teamsters, 2 Horses	6.00
General Teamsters, 4 Horses	6.50
Plow Teamsters, 4 Horses	6.50
Scraper Teamsters, 2 Horses	6.00
Scraper Teamsters, 4 Horses	6.00

Plasterers' Hodcarriers, Bricklayers' Hodcarriers, Roofers' Laborers, Hoisting Engineers and Steam Shovel Firemen to start 15 minutes before other workmen, both at morning and at noon.

Eight hours to constitute a day's work, except as otherwise noted.

Five and one-half days to constitute a week's work, except as otherwise noted.

Overtime to be paid, time and a half, except on Sundays and holidays, double time.

Laborers, Building, Saturday afternoons, straight time. Shift work to be paid for at straight time, provided two or more straight shifts of eight hours are worked on the job in any 24 hours.

Recognized holidays to be New Year's Day, Christmas Day, Thanksgiving Day, Fourth of July, Labor Day, Admission Day, and Decoration Day.

Teamsters and Auto Truck Drivers will be governed by the usual hours and regulations prevailing in that craft in this city.



American Plan Architects

Following the lead of many San Francisco architects the Society of Architects of Alameda County have endorsed the American Plan of employment as defined by the East Bay Industrial Association, in formal resolutions adopted in the Society's regular November meeting.

Chester Miller, who presented the resolution and presided at the meeting which was held November 7th, explained that it had been drawn up after a careful survey and check with industrial concerns in the East Bay district.

Leading architects on both sides of the bay are whole-heartedly committed to the American Plan and have been potent factors in making it a success. They have seen the results of it in lowered costs to their clients and stimulated construction throughout the whole bay district since the Plan was introduced in 1921.

55,000 Men

Since 1921 the Employment Department of the Industrial Association has placed 54,782 men in jobs in San Francisco. That may be news to many people who think that the only purpose of the Industrial Association is to combat strikes.

The service of the Association in placing this army of workers has been free both to the worker and to the employer. The Department is now looked upon by those conversant with its activities as one of the most efficient of its kind in the city. At the present time there are six paid men constantly in the field combing San Francisco for jobs for mechanics who are out of work.

Since January 1st, which marked the end of the carpenters' strike, the Employment Department has placed 7,094 men. This is a service not only to the men themselves and their employers but to the business and industry of San Francisco in general. Members and others who are in the market for skilled help should avail themselves of this free service.

Strike Suits Settled

As the fourth murder trial of George Pesce and Gus Madsen, strike sluggers, opened, the International Brotherhood of Carpenters and Joiners of America admitted union responsibility for the orgy of crime here last year when the Brotherhood tried to clamp the closed shop on San Francisco building trades again. The Brotherhood settled the civil suits of Hardwick Culberson, G. E. Baldrige and W. A. Wunrath, three American Plan carpenters beaten by union sluggers, for a total of \$6,800, paying the money to the victims through Alexander O'Grady, Brotherhood attorney.

Defendants in the three cases included Mooney, Clifford and others who are now awaiting trial for the murder of C. W. Campbell for which Pesce and Madsen were convicted of manslaughter. Virtually all of the local carpenters unions and the Bay District Council of Carpenters along with the International Brotherhood were also defendants.

Union attorneys defending Pesce and Madsen protested the action of the Brotherhood in settling the cases as prejudicial to their attempt to free Pesce and Madsen but apparently the international officers wanted to wash their hands as quickly as possible of the bloody stains of the 1926 strike.

Captain Riordan

The San Francisco Police Department has a new captain and a good one. He is Michael Riordan who in fourteen years has risen from a department rookie in the Park Station to the Commander of Headquarters Company. Incidentally, he is a World War Veteran and a member of the California Bar.

Above all, he is a peace officer whom all San Franciscans respect for his continuous, fearless devotion to duty.



The AMERICAN PLAN

Union Jury Bombs

Eight witnesses testified that they saw "Lefty" Lewis kill a Chicago junk dealer who refused to pay him \$1 a month "union dues." The jury deliberated six hours and finally convinced a single juror who held out for conviction that he was "making a sucker" of himself as well as "a swell target for a bomb." As a result "Lefty" Lewis walked out of the court room a free man.

That is unionism in Chicago and it might as well be said in all other large cities where the labor movement has degenerated into an underworld gang affair. State's Attorney Robert E. Crowe said, "You cannot obtain a murder conviction in Chicago unless you show the jury moving pictures of it." The United Press in a Chicago dispatch under date of November 20th said:

"Without distortions and exaggerations of many tellings, the instances of union violences in Chicago during the last 24 hours are bad enough." The police shot an official of the Dental Mechanics Union who, on his hospital cot, frankly admitted he was "laying for" a non-union dental mechanic whose fingers he had been ordered to smash so that the non-union workman "couldn't scab any more." In a raid on the union dental headquarters the police found a list of mechanics who had failed to join the union and who were marked for a similar fate.

Two other union officials window washers, were charged with the murder of a workman who cut prices. The press dispatches stated that a score of union officials are at present under indictments, awaiting trial for bombings, sluggings, and sabotage which have menaced small business men during the past several months.

The official of the Dental Mechanics Union whom the police shot while on his errand of crime was John P. McLaughlin, Financial Secretary of the union. He is said to be a former chauffeur for one of Chicago's most notorious beer runners. The police also stated that Henry Atties, President of the Dental Mechanics Union, was caught with McLaughlin and confessed with him.

Nearly \$50,000,000

San Francisco building permits for 1927 will come within striking distance of the \$50,000,000 mark despite the fact that building construction has fallen off throughout the United States as a whole. The value of the total permits issued for the first 11 months of the year was approximately \$44,500,000. San Francisco's peak year was 1926, when the total building permits amounted to \$57,953,948, a record made in spite of the unsuccessful ten months strike of union carpenters for the closed shop.

Labor Costs

The average cost of one family dwellings in 257 identical cities from 1921 to 1926 rose from \$3,972 to \$4,725 or 19 per cent higher than in 1921. During the same period union wage rates per hour in the building trades advanced 24 per cent while wholesale prices of building material advanced only 5 per cent.

Q. E. D.: The increased cost in construction of these dwellings was due to the increases in union wages. These are government figures and they apply particularly to the small residential property owner.

No matter what the high officials of unionism in America preach, no matter how altruistic their philosophy, no matter how academic their discussions of the labor movement, its aims and objects, the crimes in Chicago and the crimes in San Francisco last year committed by union officials are unionism today. Unless William Green and the other quite honorable gentlemen who head up the American Federation of Labor and unless the decent union membership clean their labor temples and their organizations of these criminals, unionism will degenerate into an outlawry with which the American people will be forced to deal summarily.



Against These Guns

The California State Industrial Accident Commission has in its agenda for decision the fate of a new code of safety rules governing the use of spray guns for painting, lacquering and enameling.

Behind the restrictive rules on the use of the spray guns is Frank McDonald of the State Building Trades Council, while opposing him is Christopher M. Bradley, employer representative, who charged that the restrictions proposed by the union leaders threatened the industry. No doubt there are two sides to the story, but one side certain, is that the union leaders would like to legislate the economic spray gun out of use in order to force the employment of many painters where one painter with the spray gun would do. This is in line with all past efforts of unions to block the use of labor-saving machinery, a truth despite the plea of President Green of the American Federation of Labor that labor should share more heavily by way of increased wages through the greater volume of production made possible by these same labor-saving devices.

McKnight Again

James McKnight, former business agent of one of the carpenters' unions, was arrested several times during the strike last year, once for assault to commit murder, along with Business Agent Ricketts of the carpenters union.

He was still awaiting trial, out on \$1,250 bail, when he was arrested on November 6th on a charge of burglary charged with stealing a radio apparatus from the Building Trades Temple. He was said to be using the automobile of A. J. Mooney, official of the International Brotherhood of Carpenters and Joiners of America and who is now awaiting trial for the murder of C. W. Campbell in the carpenter's strike, when the police caught him. In view of the fact that he is a delegate to the Building Trades Council his labor brethren refused to prosecute and the case against him was dismissed in Police Judge Golden's court.

Eliel Talks

In Seattle, business men, contractors and industrial leaders are still talking of San Francisco's winning fight for industrial freedom. Paul Eliel, Director of the Industrial Relations Department of the Industrial Association of San Francisco was invited up there to talk on Tuesday, November 22nd, before the Associated Industries of Seattle and the Seattle Chapter of the Associated General Contractors of America to tell them the history of unionism in San Francisco and how the people of San Francisco finally struck off the shackles of union labor's political and industrial dictatorship.

Starting back to the days of Dennis Kearny, Eliel traced the development of unionism in San Francisco through its struggles and its heyday when the city was under command of organized labor politically and industrially under the regime of P. H. McCarthy, through the historic battle of 1921 in which San Francisco won its freedom, through the 1926 offensive of the International Brotherhood of Carpenters and Joiners of America to make San Francisco closed shop again and down to the political campaign of November 1927 in which labor again tried to win political control of the city. It was a matter-of-fact story, but thrillingly interesting to the business men of the Northwest who have yet to win their complete industrial freedom and to join with Los Angeles and San Francisco in maintaining that freedom on the Pacific Coast under the American Plan.

Blind Unionism


Under the title of "Another Empty Labor Victory" the Daily Metal Trade, published in Cleveland, Ohio, commenting upon the adoption of the five-day week by the three building unions in St. Louis, says "Slowly but surely trade unions in St. Louis and elsewhere are forcing employers to seek relief under open shop conditions from sheer economic necessity." The Daily Metal Trade should know that the trade unions of San Francisco did that here in 1921.



CASH IN ON THIS!

Since June, 1921, the Employment Department of the Industrial Association has furnished San Francisco employers more than 54,000 laborers and mechanics without cost to the employer or the workman.

This service is part of the regular work of the Industrial Association and functions at a peak of efficiency. When you need either unskilled or skilled labor in any trade take advantage of our facilities to fill your demands.



INDUSTRIAL ASSOCIATION

Employment Bureau

173 Jessie Street

Telephones Douglas 7626-7627



THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VII

No. 1



FEBRUARY
1928



New Officers

At It Again

Looking Back

Without Bail

Convicted

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

S. S. KAUFFMAN
President H. S. Crocker Co.

Secretary:

J. E. CUSHING
American Hawaiian Steamship Co.

Treasurer:

SAMUEL LILIENTHAL
Secretary Haas Bros.

Managing-Director:

A. E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

GEORGE S. FORDERER, Pres.
Forderer Cornice Works

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

A. F. HOCKENBEAMER, Pres.
Pacific Gas & Electric Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

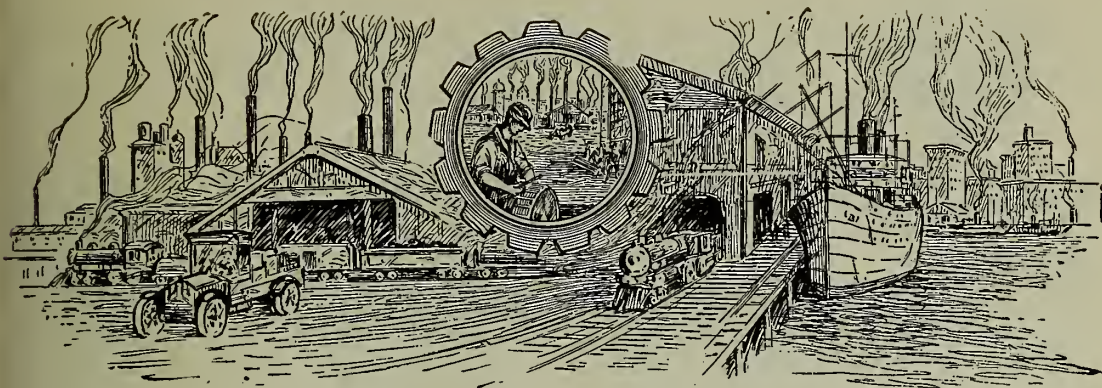
FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Sec'y.
Haas Bros.

J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

RICHARD S. SHAINWALD, V. P. & Gen.
Mgr., The Paraffine Companies, Inc.



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco
 Published Bi-Monthly
 Subscription Price \$.25 a year, included in annual dues

At It Again

Last October after they had decided to let Detroit and Los Angeles alone, most of the Presidents of the building trades international unions slipped into San Francisco from the American Federation of Labor convention; "looked the town over" in their vernacular and decided that San Francisco was the place to start. This was not at all illogical as San Francisco was a "lost" city to unionism whereas Detroit and Los Angeles had never been union.

"Win back San Francisco first," was the decision. Other American Plan cities could wait until the job was done here. And now the job is about to start.

Last month international representatives of the United Brotherhood of Carpenters and Joiners of America, the International Association of Bridge and Structural Iron Workers, Brotherhood of Painters, Decorators and Paperhangers, Operative Plasterers and Cement Finishers International Association, and the United Association of Plumbers and Steam Fitters met here, drew up a resolution, had it passed unanimously by the Building Trades Council of San Francisco and have set about putting it into effect. The resolution says:

Presidents of international Building Trades unions in special session have agreed to assist the Building Trades

Council of San Francisco and its affiliated unions in a constructive, organizing and educational campaigns to be conducted in accordance with the laws and principles of the American Federation of Labor.

International representatives have been authorized and instructed to report to and work with the Building Trades Council of San Francisco in conducting such a campaign to "co-ordinate, solidify and unify the San Francisco building trades, increase their prestige and strength and make clear to the general public the policies and principles of the American Federation of Labor."

We have to point out here before carousing further with the whereases of this resolution, that the forest of words quoted so far simply means that the national organizations of the unionized building crafts in San Francisco have started a campaign to force every building craftsman here into their unions and then clamp the closed shop again on the city. What is meant by "in accordance with the laws and principles of the A. F. of L." is a mystery but it may mean that the methods used by the carpenters in their 1926 strike were found useless, that assaulting 300 mechanics and killing one old man hit unionism a severe jolt in



The AMERICAN PLAN

purse and prestige. However that may be the resolutions go on:

Established wage scales should be maintained.

Cunning schemes are used by irresponsible contractors to cut the wage scale.

We must stop again here. "The established wage scales" are the scales fixed in 1926 by the Impartial Wage Board in which wages were raised in 43 building trade crafts despite the fact that union representatives denied the authority of the Board and refused to participate in its hearings or co-operate with it in any way. They even outrageously attacked Roman Catholic Archbishop Edward J. Hanna, one of San Francisco's and California's great citizens because he saw fit to perform a high public service by chairmanning the Board.

Moreover the resolutions fail to state that union mechanics are secretly accepting less than the wage scale and that some of the contractors believed to be conniving with them thus are former union men themselves; that one of the great achievements of the Industrial Association and contractors' organizations and exchanges was in obtaining the relatively high scales in the building trades; maintaining them through 1927 and re-affirming them for 1928. There has been almost no help from union leaders in this work.

Anyway the resolutions recommend that "these cunning schemes and methods be exposed" and that committees of delegates of local unions represented in the Building Trades Council and committees of five each be named by each local union to co-operate "in conducting a thorough, comprehensive, organizing and Educational campaign for the Building Trades Council of San Francisco and all its affiliated unions.

So there you have it. Some of the international representatives who signed the resolutions and addressed the Council on them were A. W. Muir, able organizer of the carpenters; George McTague not so able of the ironworkers and Henry Lavoe of the painters. They talked of "better conditions in San Francisco" and bringing "the Building Trades Council and its affiliated unions to their proper standard."

They have started the fight again after six years of prosperity here, to clamp the

closed shop on our biggest industry. The international union leaders representing millions of dollars have banded together this time to do it.

The United Brotherhood of Carpenters and Joiners of America with an income of more than \$900,000 a year couldn't do it alone in 1926 after ten months of vicious, brutal warfare. So at the last convention of the A. F. of L. in Los Angeles, the United Brotherhood went back into the Building Trades Department of the Federation after being estranged for years.

Results? To be seen.

New Officers

Frederick J. Koster was elected President; S. S. Kauffman, Vice-President; J. E. Cushing, Secretary; Samuel Lilienthal, Treasurer, at an organization meeting of the 1928 Board of Directors of the Industrial Association. Mr. Koster, formerly President of the Chamber of Commerce of San Francisco, and identified with the work of the Industrial Association since its organization, succeeds Colbert Coldwell in the Presidency.

Those elected to the Board of Directors for 1928 are: Wallace M. Alexander, J. B. Brady, Colbert Coldwell, J. E. Cushing, George S. Forderer, Robert B. Henderson, A. F. Hockenbeamer, S. S. Kauffman, George W. Kelham, Robert A. Kinzie, Frederick J. Koster, Samuel Lilienthal, J. W. Mailliard, Jr., Atholl McBean, and Richard S. Shainwald.

Hoover on Wages

In his report for the fiscal year 1927 Secretary of Commerce Herbert Hoover says, "real wages have remained higher than anywhere else in the world or than at any other times in world history." This means, according to the Secretary of Commerce, that real wages for 1927 were at least 35% higher than in 1924 when adjustments or changes in the buying power of money are made. This is remarkable in the face of a considerable shortening of the working day. In short, industry has shared with labor its returns from the increased output of manufacturers as a whole.



Looking Back

The year 1927 was not a record breaking year in San Francisco but it was a year of steady, substantial progress in which all of the business elements of the city, including the Industrial Association, participated. Perhaps the best barometer was the total value of building permits—\$47,032,848 in a year when building construction fell off generally throughout the United States.

More important than any figures was the fact that 1927 was a year of industrial peace in San Francisco and the Bay area. There were only four minor labor disturbances, and all were settled upon the basis of the American Plan. In each of the strikes, involving only a handful of men, the Industrial Association was successful in settling the disturbances quickly with fairness both to employers and employees.

Another figure indicative of the healthy, sound industrial and business conditions that prevailed through 1927 was the record of more than \$653,521,804 in San Francisco transactions on the Stock Exchange, a gain of 82 per cent over the total sales of \$357,953,348 in 1926, according to unofficial calendar year computations. Bank clearings for the city also established a new high of \$10,117,986,269 as compared to \$9,799,900,000 in the previous year.

These figures are significant in view of the fact that up until the opening of 1927 San Francisco during 1926 suffered one of the most protracted and vicious strikes in her history. They show a restored public confidence and faith in the efforts and power of the Industrial Association to keep San Francisco free industrially. Perhaps this public confidence was reflected more accurately in the \$144,000,000 total of real estate sales, exceeded only three times previously in the history of the city. Much of this was home building, with the Richmond and Sunset residential districts recording a third of the entire business.

San Francisco is, indeed, prospering from her industrial freedom under the American Plan. In the past five years more than 15,000 homes have been constructed at a value of \$65,000,000; 2,700 flats valued at about \$22,000,000; 2000

apartment houses worth approximately \$57,000,000, while commercial construction cost almost \$50,000,000, industrial about \$18,000,000 and miscellaneous nearly \$12,000,000. The new construction in homes, flats and apartments since 1922 has accommodated more than 41,000 new families. During the same period 30 new hotels have been built and real estate transactions for the five years passed \$900,000,000. It is pertinent to point out that the Industrial Association was formed in 1921 and with the opening of 1922 had succeeded in freeing San Francisco from the old labor dictatorship.

Much is predicted for 1928, a \$60,000,000 building record by some, new bank clearing, stock transaction, pay roll, sales records by others. These prophecies remain to be fulfilled. But one thing is certain, San Francisco will continue to progress under the guarantees of industrial freedom offered by the American Plan to labor, industry and business. As long as that industrial freedom is maintained new capital, new industry, new payrolls, new business, new people will continue to find their way here. The past five and six years have proved it.

Briefly the year with the Industrial Association has been one of peace, of constant vigilance and development. Perhaps the notable achievement was the adoption by San Francisco and East Bay contractors and Builders' Exchanges of the 1927 Impartial Wage Board schedule in the building trades for 1928, thus assuring to labor fair wages and to business sustained purchasing power. Naturally, under employment conditions during the year induced by a curtailed building program, maintenance and readoption of the Impartial Wage Board schedule has not been without its difficulties involving those who were willing to work for less and those who wanted to hire for less.

In the Employment Department, under the conditions obtaining, the Association has made an enviable record, placing a total of 7,703 men without cost to worker or employer. It may be truthfully said that today the Industrial Association in



The AMERICAN PLAN

its employment work enjoys greater confidence among builders, contractors and workmen than ever before in its history.

In its trade school work, the Association has continued to develop highly skilled men in plumbing, electrical work, painting, plastering, lathing and molding. In consonance with its past policy in regard to demand and supply of labor, it has curtailed the number of "green" apprentices entering its schools while, at the same time, in co-operation with the masters in the trades taught, it has bent itself to finishing those apprentices entering the trades through the regular channels. Nothing is more important to stable labor and industrial conditions in San Francisco than this work in the trade schools, assuring as it does competent, San Francisco trained mechanics to meet the growing demands of industry here.

The general work of the Association in promoting the American Plan among manufacturers, contractors and workmen went on apace as did the work of the Industrial Relations Department with constant progress. The result is that the beginning months of 1928 show San Francisco more solidly organized on the American Plan than ever before which, in itself, is the biggest guarantee for a prosperous 1928.

Not to be forgotten in this sketchy review of the year's activities is the work done by the Association in protecting California industry against onslaughts made by labor's lobby in the 47th Session of the California Legislature. Among the important labor bills defeated was Senate Bill No. 189 which attempted to make illegal under the Cartwright Anti Trust Act, the permit system used by San Francisco employers in industrial disputes. This attempt by labor to legislate the closed shop in San Francisco provoked one of the sharpest battles of the legislature with the Industrial Association leading the fight against it.

The Association also led the fight against labor's Assembly Bill No. 177 by which labor hoped to restrict the right of

an employee to contract for hire with his employer. Constitutional Amendment No. 15 furtively drawn by labor to rob California courts of equity of injunctive power by compelling jury trials in contempt of court cases was killed in committee when the Industrial Association revealed its secret purpose not only to legislators but to the general public through the newspapers of the state.

In San Francisco, too, the Industrial Association led the fight against organized labor's attempt to control the industry of the city through a spur track ordinance which would have given a labor controlled Board of Supervisors the right to revoke industrial spur track permits of corporations participating in the permit system in industrial disputes. This measure twice passed by the Board of Supervisors was vetoed by Mayor James Rolph Jr.

Five-Day Week in St. Louis

The Carpenters' District Council of St. Louis has decided to adopt the five-day week rule beginning May 1, 1928. Cement finishers, bricklayers, masons and plasterers of that city have also given notice of their adoption of the curtailed week which the Group Council of the Associated Building Interests and the St. Louis Master Builders' Association have announced they will oppose.

The action of the carpenters' council is expected to pave the way for adoption of the five-day week by all St. Louis building trades unions. At the present time, it is estimated that about one-third of the membership of the locals affiliated with the St. Louis Building Trades Council have adopted the plan, including electrical workers, plasterers, lathers and hod carriers. Much of the reconstruction work since the tornado last Spring has been done open shop and union leaders believe the five-day week will force employment of many union men now out of work in the building crafts.



Without Bail

"Chinese fashion," as one San Francisco newspaper put it, bail has been exonerated in the cases of 44 carpenter strike defendants awaiting trial before the Superior Court of San Francisco for felonious assaults during 1926 upon American Plan carpenters. The proceedings took place almost secretly before Superior Judge Roche without knowledge of the newspaper men covering the courts and known only at the time to the District Attorney's office and attorneys for the carpenters' union.

"There is a question as to whether the cases will ever be tried," Assistant District Attorney Skillin told Judge Roche in consenting to exoneration of the bail of the defendants. One of the cases was that involving an attack by 12 men upon Hardwick Culberson, an American Plan carpenter, who is now and has been for many months, a hopeless paralytic. So fixed was the guilt of the carpenters' union for the attack upon Culberson that the United Brotherhood of Carpenters and Joiners of America paid him \$5000 in civil damages for the injuries which he suffered in the brutal onslaught of the union's strike wrecking crew.

The other case was that of 32 men, a group out of 300 union strike thugs who raided American Plan carpenters at work on the San Francisco art school in May, 1926, forcing a policeman to draw his gun and compelling two riot calls before order was restored. The plea of defendant attorneys to which the District Attorney's office consented, before Judge Roche for the exoneration of bail in the cases of these 44 men yet to be tried for their crimes, was that the premium on their bail bonds was a burden on the Bay Counties District Council of Carpenters. And it was upon this plea and the intimation of the District Attorney's office that the cases would never be tried that Judge Roche ordered the bail exonerated in the star chamber proceedings.

There were other significant statements such as that of union attorney Alexander O'Grady, "Now that the strike is over."

As if that should have anything to do

with administration of justice in San Francisco.

Whether it should or should not, the answer is that it has.

The unwarranted exoneration of bail in these cases proves it. It proves too undoubtedly that the intention of some of the law enforcement officers of San Francisco is to see to it that the carpenters will eventually be exonerated of their crimes by delays, by failure to prosecute, by disappearance of witnesses or their deaths from natural causes involving old age.

"He has indicated," said Judge Roche, referring to Assistant District Attorney Skillin, "there is grave doubt of the cases going to trial."

"Yes, your Honor," replied Mr. Skillin.

The Court: "Under those circumstances the bail may be exonerated and the defendants released on their own cognizance."

Mr. O'Grady: "All of those charges under Section 182?"

Mr. Skillin: "Yes."

The Court: "Very well."

That ended the travesty. Of course Mr. O'Grady solemnly promised the Court that the defendants would be on hand whenever needed. The Court, however, was not informed of rumors that in a number of the strike cases "dummies" answered present when cases were called for continuances; that the real defendants had fled San Francisco. The probabilities are that in the two cases where bail was exonerated the real reason for which the exoneration was asked is that some of the defendants could not be found and the carpenters union therefore stood to lose the principal of the bail bonds.

The proceedings before Judge Roche were probably unprecedented. Section 182 of the Criminal Code of California describes the crime of which the defendants were accused as "conspiracy to commit a crime," a felony. Even in misdemeanor cases where bail has once been set it is seldom exonerated until the charges have been heard.

But the difference is here that these men were members of the carpenters'



The AMERICAN PLAN

union, agents of Organized Labor in San Francisco. That is quite a difference.

Hardwick Culberson, doomed to shuffle about a helpless paralytic on crutches for the rest of his life, is not a member or an agent of union labor in San Francisco. Therefore he does not count. He is only an American citizen.

There are other cases pending before the Superior Courts, some of them since April, 1926, growing out of the carpenters' strike in which exoneration of bail may be asked and defendants and witnesses disappear if the same attitude continues to obtain in the District Attorney's office. In all nearly 100 men are awaiting trial for their strike crimes and the record of delays in their cases is something to chagrin even a hardened politician. Here are some of them:

Case No. 16058 — Assault by Allen, Souza and Ternulle, three union wreckers on Harry S. Fowler, American Plan carpenter, July 16, 1926; 30 continuances.

Case No. 15863 — Assault by union thugs on Walter E. Hansen, American Plan contractor, April 24, 1926; 28 continuances.

There are many others, including a long list of continuances in the case of an attack by union wreckers upon A. B. Krieger, September 18th, 1926; and then of course the two cases in which bail was exonerated by Judge Roche.

The fact is that only three of the score or more of strike cases pending before the Superior Court since 1926 have been tried. Two union wreckers are in San Quentin for manslaughter; two business agents are in the County Jail and a jury disagreed in a third case. That is the record of the prosecution of strike cases to date.

Open Shop Company

William Frew Long, Cleveland, has announced the incorporation of an open shop building company in Cleveland—the Industrial Construction Company, amply financed and adequately organized for the purpose of building under open shop conditions. "Tackling our common problem in a new way" says the Open Shop News.

Against Equity

The American Federation of Labor has opened its fight in Congress to strip federal courts of their power to protect property in strikes. Through Senator Shipstead and Representative La Guardia of New York it has introduced in the House the following bill in 47 words:

"Equity courts shall have jurisdiction to protect property when there is no remedy at law for the purpose of determining such jurisdiction, nothing shall be held to be property unless it is tangible and transferable and all laws and parts of laws inconsistent herewith are hereby repealed."

Thus does Labor seek a free and a whip hand by virtue of discriminatory legislation over the great industries of the United States when they choose to resort to strikes to inflict their will. As Law and Labor well says "this measure is intended to enthrone a class at the expense of a community."

The purpose of the Federation measure is to cut off from the protection of courts of equity the right to labor and the right to carry on business. It would take from the non-union man the protection of the court in his right to work and lay in the hands of labor leaders freedom to boycott about 90 per cent of the products of American industry now produced under open shop conditions.

The astonishing thing about this proposed legislation is that men claiming to speak in the interest of wage earners and in the name of the humanities ask the Congress to strike from the hands of our courts the power to protect the wage earners' most vital right. They want this legislation to force the closed shop on America by boycott if possible and unionism on free American workmen by denial of his right to work as an individual.

Such is the leadership in the American Labor movement today. By their acts we must judge these labor leaders, not by their soft words. Write to your Congressmen against this assault by labor on our courts. Labor's big lobby is on the ground to put it over if it can.

The AMERICAN PLAN



*Another American Plan Triumph—Financial Center Building
at Montgomery and California Streets*



The AMERICAN PLAN

Business Agents Convicted

Unionism as we know it today in San Francisco is organized to obstruct the orderly processes of our courts of justice and the machinery of our government whenever it is to the advantage of labor leaders to do so. Yet the people of San Francisco are not to be denied and the wheels of justice still grind.

That this is so, is proven by the fact that two more defendants in the carpenters' strike cases were convicted on February 4th and are now serving terms in the County Jail for an attack upon Harry Weiss an American Plan carpenter on January 5, 1927. Almost unprecedented is the fact also that these union defendants, James McKnight, and James Ricketts, are official business agents of the carpenters union. Only a few years ago it might well have been said that conviction of union officials in San Francisco was an utter impossibility.

McKnight, convicted of an assault with a deadly weapon, is serving a year while Ricketts found guilty of simple assault was sentenced to four months in the County Jail. They were found guilty by a jury in the Superior Court of Judge James C. Conlan who imposed the sentences. It was the second of two trials both of which Assistant District Attorney Harmon D. Skillin, prosecuted. The first trial resulted in a disagreement as to the degree of crime although the jury was unanimous for conviction.

McKnight and Ricketts were important leaders in the carpenters' strike during 1926 and both were arrested several times for lesser infractions of the law in the organized campaign of violence conducted and financed by the carpenters union and which resulted finally in the murder of C. W. Campbell. The conviction of these two men is the second obtained in the felony cases growing out of the strike violence. The other two men convicted were George Pesce and Gus Madsen, now serving terms in San Quentin for manslaughter in the murder of Campbell. For this same crime Archibald Mooney, Vice President of the United Brotherhood of Carpenters and Joiners of America, and other officials are still awaiting trial.

Surely the mills grind slowly but they grind despite all of organized labor's wealth and in the face of their determination by means of that wealth, political influence and other means to stop them. The people of San Francisco are still greater and stronger and more important than labor or capital. The mills will start to grind again on February 20th when Mooney and eight others of the carpenters' wrecking crew who were responsible for 300 attacks on the streets of San Francisco two years ago will go to trial before Judge Conlan for beating Robert Allen and George Wood, two American Plan carpenters in October, 1926 while they were at work on a construction job on Downey Street.

Let us hope that in this trial there will be called to the jury box such outstanding citizens as John McCallum, whom union attorneys in the McKnight-Ricketts trial forced from the jury box by peremptory challenge. Unfortunately most men of John McCallum's business importance cannot find time to serve on juries. But when John McCallum was called to the jury box in the McKnight-Ricketts trial and counsel for the union defendants struggled to make him admit that his business connections would prevent him from giving a fair trial to the defendants, he said:

"I can give any man a fair trial." With that union counsel, afraid of a fair trial, turned him from the jury box by their right of peremptory challenge.

Another Disagreement

Clever lawyers defending members of the carpenters' strike wrecking crew for their crimes in 1926 were able to confuse another jury and win another disagreement in the case of John J. (Red) Cannon, union carpenter accused with A. J. Mooney, Paul Clifford and others of the murder of C. W. Campbell an American Plan carpenter in October 1926. This makes a total of five disagreements in seven trials. However, defendants in the two other cases one of which went through four trials and the other through two were finally convicted.



Open Shop Conference Success

"One of the most successful meetings in the history of the conference." This was the unanimous opinion of all of the delegates to the 12th semi-annual American Plan Open Shop Conference held in Jacksonville, Florida, during the first three days of February and which was attended by Managing Director Boynton of the Industrial Association. The last semi-annual conference was held in San Francisco in June, 1917, under the auspices of the Association.

Among the questions discussed with scores of industrial leaders attending the conference were Legislative Aspects of the Open Shop, Sanctity of Courts and the Open Shop, Interdependence of Political and Industrial Freedom, the Relation of the Open Shop to Constitutional Government, Community Influences of the Open Shop, Group Insurance as a Factor in Industrial Peace, Operations of the Company Union and The Stimulus of the Open Shop to Industrial Expansion. The Conference was presided over by Chairman A. C. Rees of Salt Lake City, who was again elected to the important post which he has held since the organization of the conference.

Among those who participated in and addressed the Conference were W. H. Flag of Philadelphia and the American Newspaper Publishers Association; J. P. McGrath of Atlanta and Manager of the Georgia Manufacturers Association; Homer D. Sayer of Chicago and Commissioner of the National Metal Trades Association. The Conference was held under the patronage of the Associated Industries of Florida of which Wilkie J. Schell is President and E. T. Lay, Secretary-Manager. The next conference will be held in Fort Wayne, Indiana, at a date to be announced later.

One of the interesting, amusing and enlightening incidents of the conference was the refusal of the municipally owned radio broadcasting station of Jacksonville to permit the broadcasting of the conference talks and speeches. This denial was at the behest of organized labor of the City of Jacksonville, whose authorities bowed to the demands of union

leaders of Jacksonville that free speech should be denied the conference members. This is what organized labor means when it talks "free speech." It means free speech for organized labor but the gag for everyone else.

Worthy Appointment

J. B. Leonard, outstanding San Francisco civil engineer, has been designated by Mayor James Rolph, Jr. as chief Building Inspector for the City of San Francisco. The selection is considered as mandatory upon the Board of Public Works.

Engineer Leonard's appointment to one of the most important posts in the city was recommended by the San Francisco branch of the American Society of Civil Engineers, by the San Francisco Chapter of the Northern California Architects and by building and contractors organizations. These organizations are also contributing to the development of the city in the preparation of a new building code in co-operation with the Board of Public Works.

Nothing can be more important to the individual builder and the city itself than proper inspection of building construction. When Chief Inspector Leonard takes office he will have a total of 17 inspectors under his command. The Bureau of Building Inspection is more than self-supporting. Revenues for the year 1926-1927 amounted to \$105,873 while expenses were \$57,372.

True in San Francisco

Law and Labor says, "the fundamental objection to dealing with organized labor is that in exchange for higher wages and more costly conditions of employment, organized labor has failed to shoulder a proportionate share of the burdens of industry. Moreover, its policies have frequently granted a premium to sloth. Painful experience with some labor unions has closed the door to unionism in many industries, and it will probably remain closed for some time to come."

CASH IN ON THIS!

Since June, 1921, the Employment Department of the Industrial Association has furnished San Francisco employers more than 54,000 laborers and mechanics without cost to the employer or the workman.

This service is part of the regular work of the Industrial Association and functions at a peak of efficiency. When you need either unskilled or skilled labor in any trade take advantage of our facilities to fill your demands.

INDUSTRIAL ASSOCIATION

Employment Bureau

173 Jessie Street

Telephones Douglas 7626-7627

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VII

No. 2



APRIL
1928



Plotting

,

Prosperity

,

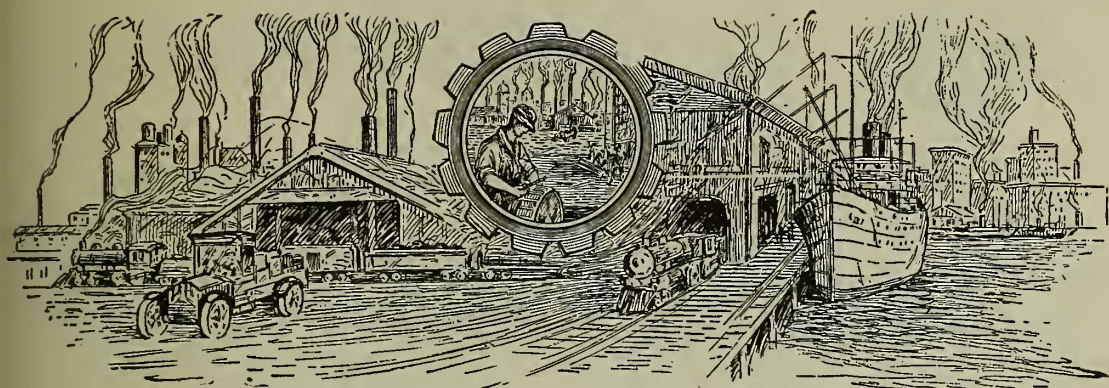
Employment

,

Strike Trials

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco

Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

Plotting

Behind closed doors the Executive Council of the Building Trades Department of the American Federation of Labor went into session in San Francisco on Monday, April 2 to plot the recapture of the San Francisco building industry, to devise ways, means and methods of making San Francisco a union, closed shop city again. The Council is headed by Wm. J. McSorley of Washington, D. C., headquarters of the American labor lobby, who is the President of the Building Trades Department of the American Federation of Labor.

Approximately 30 labor leaders, primates of the Building Trades Unions in America, assembled here to further the plan hatched at the last convention of the American Federation of Labor in Los Angeles to break industrial freedom in San Francisco. Heads of the union movement in America, especially leaders in the building trades unions, feel that unionism in the United States is to be made or broken in San Francisco, that the success of the American Plan here, winning as it has the support of public opinion in the past six years, threatens the closed shop program of unionism in other parts of the United States. To a certain extent they are right because San Francisco, once the citadel of union monopoly and for years under political and industrial boss rule of union labor

leaders, has become famous throughout the United States for the successful fight it made for its present industrial freedom through the Industrial Association.

Among the heads of the International Building Trades Union who attended the conference were William Spencer, Secretary of the Building Trades Department of the American Federation of Labor; Edward McGivern, President of the Plasterers International; James P. Noonan, President of the Electricians International; George F. Hedrick, President of the Painters International; Arthur E. Huddell, President Stationary and Operative Engineers International; John J. Hynes, President of the Sheet Metal Workers International; John Coe-field, President of the Plumbers International; J. H. Bell, President of the Wood, Wire and Lathers International; P. J. Morrin, President of the Bridge, Structural and Ornamental Iron Workers International. Other officials of the international unions of lesser importance were also in attendance along with, of course, State, Bay District and local building trades officials.

Among those notably not present were William H. Hutcheson, President of the United Brotherhood of Carpenters and Joiners of America.

(Continued on page 2)



The AMERICAN PLAN

Guilty

Twenty months after their crime three union carpenters stood up in the court room of Superior Judge Conlan on March 12 and pleaded guilty to an assault upon Harry S. Fowler, an American Plan carpenter, on July 16, 1926 during the carpenters' strike. One of them escaped with a fine and the other two were sentenced to thirty days each in the county jail which brings the jail and penitentiary population of union carpenters and officials to a total of eleven so far for this orgy of union crimes perpetrated during the 1926 effort to close San Francisco.

The men who pleaded guilty to the assault upon Fowler before Judge Conlan are William Allen, Henry Ternulle, and Joseph Sousa. Allen, who was the driver of the car used by the thugs, escaped with a \$50 fine; Ternulle and Sousa were each sentenced to the county jail.

Fowler, an elderly man, was attacked while at work in remodelling a store at 634 Market Street, opposite the Palace Hotel. His nose was broken and he received other injuries. He came all the way from Phoenix, Arizona to prosecute the case against his attackers.

So it goes. The men who thought they were running San Francisco two years ago are taking their medicine and going to jail. The plea of guilt in this case followed thirty-one continuances.

And in the end the union pays the fines and the costs.

Total building permits in 101 cities of the Pacific Coast during March were 23% greater than the February total.

John E. Edgerton recently voiced an important truth in a statement declaring that the city which does not maintain open shop conditions must expect big industries to seek elsewhere for production bases and that the manufacturer who fails to take labor conditions into account is in danger of overwhelming competition.

By Right of Dynamite

In public we have union labor's representatives purring academic phrases and mouthing emotional humanities while in private their henchmen explode dynamite, maim and murder in their futile attempt to control American industry.

Kansas City police arrested an ex-convict last month who confessed to them that he was being paid \$250 a week by Kansas City union leaders to dynamite non-union construction jobs in an effort to make Kansas City closed shop. Within forty-eight hours of his confession other \$1,000 a month dynamiters blew up a three-story brick storehouse and damaged buildings over a large area with injuries to more than a score of residents in the north side of the city.

"I was hired to lead a wrecking crew to force employment of union labor," said Wm. A. Faust, the ex-convict and former union business agent when he was caught by the police. Incidentally he served time in San Quentin.

(Continued from page 1)

Hutcheson's absence, although the United Brotherhood of Carpenters is represented by other officials, might indicate some disagreement among the high officers of the Federation in the plot against San Francisco's industrial freedom. No doubt in reviewing the 1926 carpenters' strike, President Hutcheson sees clearly that he was misled into supporting it by local union officials who had axes to grind and he may be chary of sacrificing the standing of his union again. The carpenters' union is the biggest union in the San Francisco Building Trades group.

Co-Operation

The Industrial Association is now engaged in making a survey of conditions in the Plastering Trade at the request of the master and union plasterers who have asked for help in solving problems which now confront the trade.



San Francisco Prosperity

Union calamity howlers can't bark down prosperity figures. Annual reports of some of San Francisco's big department stores show that 1927 was a banner year. After all, the buying power of the people is the best index to the state of the nation, or city. Some union labor leaders would have it that we are going to wrack, ruin and starvation, but the following reports from some of the biggest retail business firms of San Francisco show quite the contrary.

B. F. Schlesinger and Son, Inc., in their report for the year 1927 showed an increased net profit of 40% above that of 1926, which was equal to \$19.73 per share on the Preferred Stock, leaving \$4.05 per share available for A-Common dividend. This is in contrast with earning of \$14.00 per share on the Preferred in 1926 and a net of \$2.78 on the A-Common for that year. Sales of the company in 1927 amounted to \$20,378,900 against \$19,048,231, or a gain of \$1,330,658 in 1927 as compared with 1926.

This is significant in view of the fact that the average gain of department stores as shown in the Federal Reserve Bank Survey for the Twelfth Federal Reserve District was 2.7% while the average gain for the United States was nothing. Hence the Schlesinger gain was more than two and one-half times the District average and seven times the National average.

Raphael Weill & Co., operators of the White House, reported earnings of \$13.09 a share on the common stock of the company for 1927. After paying the regular dividend of \$6.00 per share the company had \$277,409 available for surplus. Net for dividends was \$511,871, which compares with \$491,790 at the end of 1926.

The volume of business in San Francisco retail stores was greater by 8.1% in February than for the corresponding month in 1927 according to Federal Reserve Bank compilations of 16 stores reporting to it; the increase for department stores alone was 7.8%. This is in happy

contrast to the 2.2% gain in sales volume for department stores for the United States as a whole. March retail and wholesale business, according to private reports and bank estimates was equal to or a little better than last year. Perhaps nothing is more indicative than automobile sales which totaled 1,429 new cars for February compared with 1350 in February last year in San Francisco.

Retail trade in California during February was 7.6% greater than in February 1927 according to reports of 43 department stores submitted to the Federal Reserve Bank. Wholesale dealers in agricultural implements, dry goods, and groceries report better business in January than in the same month a year ago. Indications were that wholesale sales to date probably average better than for the first 3 months in 1927.

These figures are a real index to our basic prosperity despite the hysterical screams of some labor leaders over seasonal unemployment.

Constructive

"The building industry is the finest industry of the country," said Wm. H. George, President of the San Francisco Builders' Exchange, in the principal address at the dinner meeting of the Santa Barbara Builders' Exchange March 30th. "The reason is that it never tears down except to erect something better. It is second in size only to agriculture but is one of the least profitable of industries owing to lack of organization." President George advocated the standard scale for wages and building materials and spoke against the five-day week, declaring that where it has been given a trial it has resulted in raising building costs and slowing down construction.

Nomadic Americans halting wonder how many white balls it will take to black-ball the proposal of the Pullman car porters to strike for higher wages and fewer tips.



The AMERICAN PLAN

Truth Locked Out

Frank MacDonald, President of the State Building Trades Council, has declared another lockout on the truth. Only "facts" carrying fiction cards were permitted to work on the minds of the delegates to the annual convention of the State Building Trades Council at Petaluma during March.

Said he to the delegates: (Speaking of unemployment): "Distress and want quickly became apparent in the centers were the so-called American Plan forces have waged war upon labor. In these districts the merchants have gone through the most unfortunate experiences, and privation and misery maintained (sic)."

Said Frank further: "So acute was the situation in San Francisco that soup kitchens were opened up and every charitable organization was overtaxed. This deplorable condition was the supreme achievement of the American Plan Open Shop program. We wonder whether the merchants, the manufacturers, and the employers, liberal donors to the so-called American-Plan open shop now realize that their donations were contributions to the creation of misery, starvation and industrial ruin—a contribution toward putting the sheriff's lock on their own doors."

So Frank tinkers with the intelligence of the delegates from the various unions to the State Building Trades Convention. However, they elected him president again, put his picture on the front page in Organized Labor, the official organ of the organization.

Frank forgot to tell the delegates that unemployment was general throughout the United States and worse in the closed shop centers than in San Francisco. According to the American Federation of Labor's own figures San Francisco is in better shape than most of the larger centers of population in America. It would never do to tell the delegates the truth.

Frank's talk to the men in Petaluma was of a piece with a letter which he

broadcast throughout California and probably throughout the United States. Printed in the Santa Barbara press it read:

"The American Plan open shop has brought ruin, unemployment, hunger, disease, starvation and even death to workmen in San Francisco. Thousands of men are vainly seeking employment. Every charitable organization is overcrowded. Thousands of men are being fed a meal a day by the charities of San Francisco. They sleep without blankets or protection of any kind upon the cold concrete floors of the charitable organizations. All the charities are overtaxed.

"The County Hospital is over-crowded and hundreds of hungry, desperately ill persons are denied admission. The charity organizations are appealing to the public for \$2,500,000 with which to meet this desperate situation.

"Stay away from San Francisco district, give all possible publicity to the fact that the American Plan open shop has brought ruin to San Francisco's industries and starvation to the unemployed."

Facts: Nobody died of unemployment.

Nobody died of hunger.

Nobody was ruined.

Only 1,400 were fed daily at the soup kitchens.

The \$2,500,000 (\$2,250,000) was raised by the Community Chest for its regular work for the year 1928, less in amount than for some previous years.

When will labor's leaders learn that they are inviting catastrophe when they build on the tricky sands of falsehood?

A grand total of 34,709 permits for new buildings to cost \$104,727,723 were issued in 101 cities of the Pacific Coast during the first three months of the year.



Employment and Building

According to the American Federation of Labor, itself, there were only 3575 union men in San Francisco out of employment during the first two months of the year. This is 14.3 per cent of an estimated 25,000 union men in this city. It may be taken for granted that the percentage figure and the estimate of the total number of men in San Francisco are both in excess of the actual figures.

However, taking these for what they are worth and estimating a like number of non-union men out of work in San Francisco, men who are permanent residents of this city as distinguished from the migratory, seasonal worker, this would give us a total number of unemployed at less than 8000. This is something quite different from the wild, desperate statements of organized labor that there are 70,000 unemployed in the San Francisco Bay district. The fact is that probably there are not more than 5000 permanent residents of San Francisco, union and non-union alike, who were out of work during January. That the figure has been reduced, there can be no question. That in another 30 days virtually all of the able jobless of San Francisco who want to work will be within the ranks of the employed again is a virtual certainty.

So San Francisco's mis-leaders of labor have failed again to scare our business men back into the closed shop corral. They have succeeded, however, in advertising San Francisco throughout the Nation as a city "facing starvation and ruin."

Permits for new buildings during the first quarter of 1928 amounted to \$10,349,869 while thirteen municipalities in the San Francisco metropolitan area issued 5320 permits for \$19,305,174 in new buildings for the quarter.

Biggest Week

The week ending March 23 was the biggest week in the number of placements since November 1927, according to a report of the Employment Department of the Industrial Association. Building permits also amounting to \$1,177,944.00 were nearly double the previous week.

The work of the Employment Department of the association constitutes a continuing day to day aggressive campaign to find jobs for men. The city is divided into four districts which are patrolled every day from early in the morning until late in the evening by agents of the association interviewing employers for jobs for the men who apply at the association's employment headquarters.

Since January 1, 1928 the total number of men placed in jobs by the Association's employment department without cost to the employer or the worker was 1,336.

Biggest Month

In the face of the cry of "ruin and starvation" by Frank MacDonald, President of the Building Trades Council, against the American Plan, San Francisco issued building permits during March totaling \$4,240,494 or almost 90 per cent more than the February total. This was the biggest building permit month since May, 1927, with the single exception of last November.

It is interesting to point out that there is no closed shop construction job of any importance under way in San Francisco at the present time. The American Plan, bringing with it industrial freedom, has created confidence in the minds of building investors and is one reason for the continued building construction in this city.



The AMERICAN PLAN

They Saw

Last year a mixed commission of Australian labor officials, employers, and neutrals came to the United States and studied conditions in 98 American industrial plants to discover why America was so prosperous. Here is what they found out and reported to the people of Australia through the Australian Parliament:

"As a rule the management of open shops while demanding that it be unhampered in its management by outside bodies (union), encourages co-operation of, and displays a willingness to treat with employees.

"Generally, the management aims at collecting a good force, giving it opportunity of earning good wages, keeping it working steadily and continuously gaining its confidence and, above all, absolutely keeping faith with it.

"Efforts of employers to understand the wants and requirements of employees and readiness of employees to grasp the idea of the employer that their interests are identical is very pronounced.

"The old system of one pulling one way and the other pulling in the opposite direction is apparently disappearing. The splendid lay-out of the various plants, the orderliness and cleanliness of the workshops and the methodical manner of the employee are the result of co-operation of both factors. The employer takes an interest in the workmen and the workmen reciprocate. It would appear that strikes and lockouts in the manufacturing industries are diminishing."

This is interesting principally because it is true and because Australia operates entirely under the closed shop system. The very fact that the Australian people considered it necessary to send an official commission here to study the whys of the success of American industry and the consequent prosperity and standards of living of American workmen, climaxed with the report of the Commission shows the relative merits of the closed and open shop.

East Knows

"San Franciscans unacquainted with eastern conditions would be amazed to see how well posted eastern manufacturers are on matters pertaining to California and the Pacific Coast," Lewis E. Haas, Assistant Manager and Comptroller of the Chamber of Commerce, telegraphed to Vice-President and Manager Robert Newton Lynch from New York. Comptroller Haas made a tour of all of the Middle Western and Eastern industrial centers to interest business men, financiers and manufacturers in San Francisco as an industrial and distributing center.

"I feel confident that San Francisco during this year will see a number of good sized plants come to our city as it is easy to convince the industrialists of the present greatness and bright future of the San Francisco market," Mr. Haas added in his telegram. Mr. Haas' reception by industrialists in the east where, as special representative of the Board of Directors of the Chamber of Commerce of San Francisco, he is seeking new industries for the city, and his observations confirm the success of the San Francisco Chamber of Commerce, Californians Inc., and the Industrial Association's efforts during the past five years to spread the good news that San Francisco is a city of industrial freedom offering unparalleled opportunities for the establishment of manufacturing and distributing plants for the Pacific Coast as a whole.

Federal employees of San Francisco are waging a violent campaign, supported by organized labor, for increased wages. One of the most significant things about it is the fact that large newspaper display space was used to reprint the Impartial Wage Board scale in the building trades as a standard by which the wages of the government employees should be judged, tacit recognition of the fairness of wages paid to San Francisco mechanics under the American Plan.

The AMERICAN PLAN



Built Under The American Plan
The Hunter-Dulin Building at Sutter and Montgomery



The AMERICAN PLAN

Labor vs. Law

"Resolved, That this convention go on record advising its affiliated locals and members that the only way to treat injunctions is to treat them with outright contempt, realizing the correctness of the statement of our late leader, Samuel Gompers, that no self-respecting working man or woman should, or can obey an injunction order."

That resolution was passed by the State Building Trades Council of California in its convention at Petaluma late in March. Seldom is organized labor so frank.

"Disobey the law." That is what the union labor leaders say to the union men and women of San Francisco and the State of California. That is the brand of Americanism they are teaching in the labor temples.

International

One often wonders what "international" means in the names of some labor unions whose memberships are restricted to American workmen. A Washington dispatch by the Universal News Service explains it by chronicling threat of a nation-wide boycott of British made products by the American Federation of Labor if the British government permits its new Embassy quarters to be built by an open shop firm which now has the contract.

Snouts in the Trough

The State Building Trades Council decided in its annual convention in Petaluma late in March to stick its nose deeper into the public trough by demanding a five-day work week for all employees in state offices and for all laborers on state projects from the next legislature. This, of course, will be followed by an effort to force all industry in the state to the five-day week.

The Forgotten Man

This bears repetition. William Howard Taft, Chief Justice of the United States, in an address before the American Bar Association several years ago, said:

"The great political power that labor combinations are believed to exercise has enabled them successfully to press upon legislatures the idea that they are politically a privileged class, that the interest of the community lies in making them so, and that their cause is so important that the ordinary means of enforcing the law against their violations of it should be weakened rather than strengthened. To yield to this view seems to me unwise. Between the machinations of the lawless manipulator of capital and the aggressions of the lawless leader or agents of combined labor, there is a forgotten man, sometimes described as the 'public,' for whom government and society chiefly exist, who in the clashes between capital and labor finds himself ground between the upper and nether millstone."

That is almost the platform of the Industrial Association of San Francisco.

Not Here

Late in February a cabal of Master Cleaners and Dyers, retail cleaners and dyers, union cleaners and union drivers for cleaning establishments went into conspiracy to close 27,000 retail tailoring cleaning and dyeing stores and 125 wholesale cleaning plants in the City of New York. That is what so-called collective bargaining means—a conspiracy against the public for the benefit of employers and employees. The object in New York was to make the public pay more than \$1 to get its suits pressed. Were it not for the Industrial Association that is what would be going on today in San Francisco.



Paid While In Jail

This properly comes under the head of American Humor. It proves, too, that one need not have a sense of humor to be humorous. Says Organized Labor, official hand organ of the State and Local Building Trades Council of California:

"The families of union carpenters in San Francisco, who are deprived of their liberty (sic) because of their active participation in the strike of the carpenters for the right of collective bargaining, will be taken care of until such time as the heads of these families, union carpenters, are given the opportunity to earn a living for themselves and families. The State Building Trades Council of California, its affiliated county councils and local unions, will see to it that the families of these union carpenters, now deprived of their liberty (sic), do not suffer want."

This is one of those stories which needs a glossary. "Deprived of their liberty" means serving terms in San Quentin or the county jail. "Active participation" means slugging and murder. "Right of collective bargaining" according to the carpenters' strike order, means "non-union men will not be permitted to work on the same job with union carpenters."

"All organizations affiliated with the State Building Trades Council of California are requested to immediately contribute, as generously as possible, to the support of these families of union carpenters," Organized Labor gravely announces. Resolutions to this effect, introduced by John J. Swanson, first Vice-President of the State Building Trades Council of California and a member of Carpenters' Union No. 22 of San Francisco (which was particularly active in furnishing sluggers during the carpenters' strike), were unanimously adopted by the State Building Trades Council of California, at its annual convention in Petaluma. Thus Organized Labor in San Francisco proves to the long-suffering wives of union workers that crime is not as burdensome to the families of union criminals as it is to the families of unorganized

criminals. Let your husband slug and maim, says Organized Labor in effect, you have nothing to fear as we will take care of you if the police dare to arrest him or if a jury has the effrontery to convict him of the crime.

Thus also are lifted the burdens of remorse from the minds of union laborers, and thus the leaders responsible for this orgy of crime in San Francisco during 1926 "square" themselves for their broken promises to their sluggers that they would never be convicted of the crimes that they were ordered to perpetrate.

"Being deprived of one's liberty for active participation in the strike," now means only sabbatical leave for the professors of muscular unionism, the while the honoraria for their high feats in the cause of black-jackism flow into their families.

What a happy, satisfying, thought sings in the heart of the honest workman as he sweats over his toil and says to himself, "part of my wages for this job will go to feed the family of Professor John Slugger who rendered such high professional service to us during the strike at the low cost of \$3.50 per day." No doubt this honest toiler's wife agrees that part of the pay envelope should be devoted to the honoraria of John Slugger during his sabbatical leave.

His Union Card

A member of the butchers' union in Portland, Oregon, for 30 years came to San Francisco looking for a job. Officials of the local union refused to let him deposit his card as was his right or even to listen to him. To get a line on conditions he visited one of the larger San Francisco markets and was discussing the situation with one of the butchers working there when a customer piped up "If you really want a job go down to the Industrial Association."

Q. E. D.: San Francisco public is "wise" to the "unionism" of San Francisco's labor leaders.



The AMERICAN PLAN

Cannon Smiles

Gus Madsen, union carpenter, is serving from one to ten years in San Quentin Prison for the killing of C. W. Campbell, an aged American Plan carpenter during the carpenters' strike in 1926. He is in prison because he confessed to the police his participation in the crime.

On April 2 John J. (Red) Cannon, whom Madsen accused in his confession of being an accomplice and who refused to deny the truth of the charge, was acquitted by instruction of Superior Judge Ruben Schmidt of Los Angeles, presiding in Department 12 of the Superior Court in the absence of Superior Judge Conlan. The confession which brought the conviction of Madsen was held invalid and Cannon's refusal to deny the truth of it inadmissible as evidence in the case.

Judge Schmidt made his ruling on motion of counsel for Union Carpenter Cannon after Assistant District Attorney Skillen had submitted a number of precedents and rulings to support the admissibility of Cannon's conduct in the face of the accusatory charges by Madsen.

Detective Sergeant Charles Iredale, called by the People of the State of California as a witness, was on the stand testifying when defense counsel interposed the motion to bar the story of Madsen's confession and Cannon's conduct in the face of it from the jury. Said Detective Iredale:

"I brought Cannon into the office of the Chief of Detectives on the night he was arrested, and Madsen's statement, 'Red drove the car' in the Campbell assault was read and Madsen pointed out Cannon as the man whom he meant by 'Red.' Cannon refused to deny the charge."

But the court refused to let the testimony of Iredale go to the jury, whereupon District Attorney Skillen quietly announced that the State rested its case. Rather surprised, Judge Schmidt said, "Is that all?"

"Expel Them"

Now comes the Sacramento Bee with some valuable advice to San Francisco Unionism. Commenting upon the plea of guilty of A. J. Mooney, general organizer, of the Brotherhood of Carpenters and Joiners of America, and four of his henchmen to an assault on an American Plan carpenter during the carpenters' strike in 1926, the Sacramento Bee says:

"If the San Francisco Union does its duty these men will be expelled from its ranks. And the international union should disown its special representatives," meaning Mooney. This warning comes from a newspaper and from an editor who are in sympathy with union labor.

Will San Francisco labor unions heed the advice? Probably not. They will disregard it because the labor leaders who are in command really believe in violence despite the foul blow this violence in the carpenters' strike struck to unionism not only in San Francisco but throughout the State of California.

The Sacramento Bee is quite right insofar as it goes but it does not go far enough. Unionism should expel all of those leaders who supported the violence of the carpenters' strike in the consent of their silence and in their continued public denial that the heads of the carpenters' union were responsible for it. In this

(Continued on page 12)

"Yes," answered Skillen, and then the defense moved for an instructed verdict of "not guilty," which was granted and which the jury accepted without leaving the box.

Cannon's first trial for the murder of Campbell resulted in a disagreement—10 for conviction and 2 for acquittal. The Superior Court at that time admitted as evidence the conduct of Cannon in the face of the accusatory charges by Madsen.

When Judge Schmidt ruled out the State's case Cannon surveyed the court room, the jurors and the spectators with a cynical grin of triumph. And well he might.



"30"

"Trade unions were organized for the purpose of fighting the boss for more of the products of industry and found themselves incapable of operating a daily newspaper or any other business enterprise." So said the Seattle Union Record under the caption "30" in its issue of February 18, 1928, the last issue of a paper which unionism founded ten years ago and which unionism deserted.

"30" is the symbol for "finis" in the jargon of the composing room of a newspaper. The pall of "30" hangs over the American Federation of Labor today. The men who are in the saddles of its command are paunchy with the fat of years. Their economic and social philosophy was young twenty-five years ago but it is disintegrating today and unless labor raises up a new leadership it will disintegrate with it. Unless American labor stops "fighting the boss" and lends itself to the problems of greater production at lesser cost, union labor as we know it today is doomed.

Labor, where are your engineers, where are your laboratories, where are those instrumentalities through which, were you so minded, you could aid society in solving the great social and industrial problems confronting it? Where are those instruments, possession of which would show that you are entitled to reward which you claim from industry?

When are you going to quit "fighting the boss" and turn your mind to constructive measures in the development of American Industries? Even as the Seattle Union Record did when it "fought the boss," you will kill yourself if you continue in that attitude. The American public will write "30" on Unionism unless you raise up a new leadership. You may be sure that when you do raise up that leadership that you will have the support of American industry to the everlasting benefit of labor and of industry.

Exchange Elects

At its annual meeting on March 19th, the San Francisco Builders' Exchange re-elected its 1927 Board of Directors to serve the organization through 1928 and at a later meeting the Board chose the following officers again for the current year:

President.....	Wm. H. George
1st Vice President.....	Emil Hogberg
2nd Vice President.....	E. J. Sullivan
3rd Vice President.....	J. H. Pinkerton
Secretary.....	R. J. H. Forbes
Treasurer.....	Alex Mennie

Among other Directors, in addition to those named as officers are: George Wieland, S. F. Cohn, Joseph B. Keenan, J. D. McGilvray, and A. H. Wilhelm.

One Meal-\$500

Albert A. Albrecht, patriarch of Detroit builders, told a story in San Francisco the other day which shows what a happy lot we are here. In Chicago he was standing in front of a building under construction talking to the contractor in charge when a rather decent looking chap struck him for a job. Having no vacancy the contractor handed the man a dollar and told him to get a square meal.

To show his gratitude in some way the man picked up a bundle of lath and carried it from the street into the building under construction. Within fifteen minutes 150 building mechanics and laborers on the job laid down their tools and deserted their work.

Later Albrecht out of curiosity checked with the contractor to find out the sequel. "Well," said the contractor "that was rather an expensive meal. It cost me an even \$500 spot cash in the hands of the business agent to get those 150 men back to work."

Indeed, Chicago is a land of machine guns, bombs and corrupt politicians. Not to mention union business agents whose hands are calloused from clinging to graft money.



Loss

San Francisco lost another notable citizen in the death of Charles Peter Weeks, one of the most famous architects in the city's history who died here March 25 after a lingering illness. Funeral services were held under the auspices of the Golden Gate Lodge of Masons on Thursday, March 29 but interment plans were postponed awaiting the recovery of Mrs. Weeks who was ill at the time of Mr. Weeks' death.

Charles Peter Weeks will live in the beauty and grandeur of many of San Francisco's modern monuments of stone and steel long beyond the allotted years of those of the living who were privileged to know him. He was a member of the Industrial Association of San Francisco and at the time of his death another of his architectural triumphs, the Huckins Hotel, at the corner of Sutter and Powell Streets was rearing itself skyward under the American Plan.

Charles Peter Weeks goes into the Great Beyond with the love and appreciation of all San Franciscans who knew him.

New Supervisor

Appointment of Sylvester Andriano, prominent San Francisco attorney, to the Board of Supervisors in succession to the seat of the late John Badaracco was made by Mayor James Rolph on March 14. The Mayor's selection of Mr. Andriano met with general approval throughout all sections of the city.

The new supervisor is a native of Italy, having settled in San Francisco twenty-seven years ago. He is a graduate of St. Mary's College and the Hastings' Law School and has studied in France, Spain and Italy. He brings to the Board of Supervisors of San Francisco a dignity, culture, and command of affairs which ought to weight its deliberations and actions to the credit of the Board and the city here and abroad.

In announcing Supervisor Andriano's appointment Mayor Rolph said:

"I feel that not only San Franciscans of Italian origin but the city at large will feel proud as I do that Mr. Andriano has accepted this public duty at personal cost."

Bee Editorial

(Continued from page 10)

connection we can not forego mentioning Mr. Frank McDonald, President, of the State Building Trades Council.

"San Francisco was disgraced for months by brutal, cowardly attacks upon non-union men," says the Bee in its editorial. "And now, five members of the carpenters' union acknowledge their guilty participation in some of these brutal beatings.

"The Bee always has championed the right of labor to organize to secure good wages and reasonable hours of work. But just as much has it condemned the use of violence by unions as well as by groups of employers.

"There is no cause so sacred as to justify its advocates beating a man's skull in with a hammer or 'putting the boots' to a defenseless victim upon the ground. The plea of guilty by these men in court gives the union no opportunity to escape its responsibility of deciding whether such men and such abuses as they have perpetrated shall be condoled or condemned."

The editorial then goes on to call upon San Francisco union men to disown and expel the wrecking crew thugs from its ranks. The Sacramento Bee and its able editor is sitting on the side lines and as a spectator certainly sees the situation in true perspective. There is no doubt that the great rank and file of union men and women of San Francisco quite agree with the Bee. We admit they seem quite helpless under the political black jacks of their leaders but after all they have their votes within the ranks of the union and in the name of San Francisco it is their duty to exercise these ballots.

Said Theodore Roosevelt when he was President, of a proposed legislative act similar to the Shipstead-LaGuardia Anti-Injunction measure, "wicked" and "intended" to prevent the courts from effectively interfering with the riotous violence when the object is to destroy a business, and which will legalize the blacklist and the secondary boycott, both of them the apt instruments of unmanly persecution.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

S. S. KAUFFMAN
President H. S. Crocker Co.

Secretary:

J. E. CUSHING
American Hawaiian Steamship Co.

Treasurer:

SAMUEL LILIENTHAL
Secretary Haas Bros.

Managing-Director:

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

GEORGE S. FORDERER, Pres.
Forderer Cornice Works

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

A. F. HOCKENBEAMER, Pres.
Pacific Gas & Electric Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Sec'y.
Haas Bros.

J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

RICHARD S. SHAINWALD, V. P. & Gen.
Mgr., The Paraffine Companies, Inc.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VII

No. 3



JUNE-JULY
1928



Strike Trials

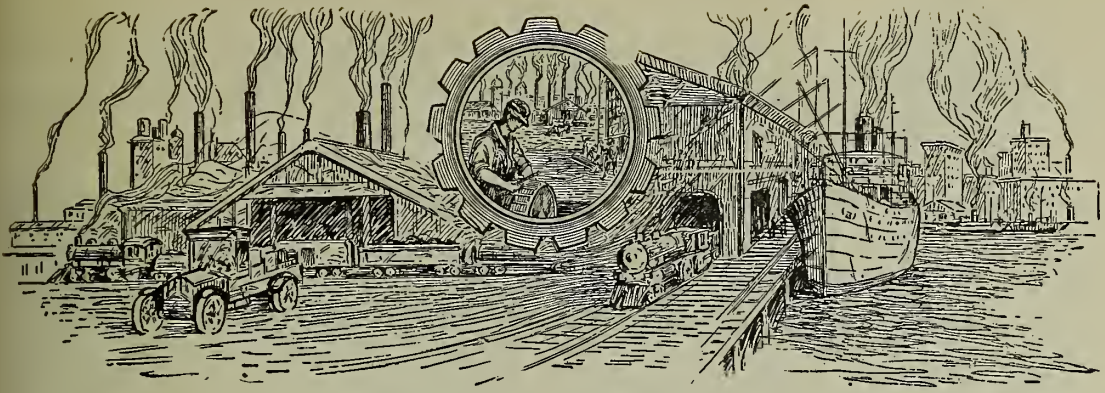
Shipowners Win

Labor's Program

Keeping Faith

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco
Published Bi-Monthly
Subscription Price \$.25 a year, included in annual dues

Now That It Is Over

San Francisco stands again before the world a city of industrial peace, of industrial liberty. Five years of shooting and murders for which union molders were indicted and a year of slugging and killing by union carpenters in a hideously vain attempt to rule San Francisco's industry through the closed shop monopoly enforced at the point of a gun have ended and the echoes of criminal prosecutions of the union desperadoes have died away.

The net result of the closed shop wars of the molders' union and the carpenters' brotherhood is that the American Plan in San Francisco today is the temple of the city's industrial and commercial life and of the warp and woof of public opinion. That peace and freedom of industry has been won by the Industrial Association and the prosperity flowing from it spreads over the whole pattern of the economic life of the community.

Sound unionism, intelligent, law-abiding unionism unfortunately was bruised if not wounded, but under able leadership will be able as time goes on to rehabilitate itself. Gang unionism, gun unionism has been ended for all time to come perhaps. That is up to union labor, itself.

There will be industrial controversies in the future. They are, seemingly, that inevitable conflict so natural, if not necessary, in industrial evolution as conflict is

in any evolutionary process. But the inglorious end of the molders' and carpenters' wars must have taught union labor that guns and clubs are not part of the industrial evolution. Strikes there may be and probably will be when men's minds cannot meet. Some, perhaps, will be justified; others not. But the probabilities are and the hope is that, if they are necessary, union labor will meet them and fight them through in a sturdy, law-abiding temper to a level-headed compromise. For there is nothing reasonable that San Francisco unionism wants that it cannot have under the liberty and freedom of the American Plan.

There is to be recorded here the tragedy of the molders' and carpenters' strikes, the gory record of a handful of defeated union gangsters who captured union leadership and the shame of their arrests, indictments, trials which besmirched the whole union movement in California, weakened it greatly in San Francisco and turned the respected title "carpenter" and the ancient word "molder" into such a stench in a public sense that good craftsmen in the trades hung their heads in shame.

In the carpenters' strike for the closed shop beginning April 1, 1926, and running for some ten months there were 301 cases of violence, including one murder. Work-



The AMERICAN PLAN

ing as the sluggers did in wrecking crews of from ten to 300, there were only 237 arrests, which means that scores of crimes were committed, especially early in the strike, for which no arrests were made at all.

Police and Superior Judges dismissed 161 of the sluggers arrested, including seven indicted for murder. Twenty-three went to jail, among them two to state's prison for manslaughter; 15 were fined; two were found guilty and given suspended sentences; 16 were acquitted and the disposition of eight other cases was lost in the merry whirl of San Francisco's mad dance of justice.

As for the molders in their five-year gunman war upon San Francisco foundrymen to enforce the closed shop, grand jury indictments and sworn confessions charged that paid union gangsters poured their murderous fire from sawed-off shotguns at 31 American Plan molders, killing two, wounding 19 and crippling three others for life besides slugging a score more. It was two years before the police managed to arrest anyone for the crimes and these two were dismissed in the face of their confessions after sufficient delay to blow the stench of the cases out of the public mind. Then the shootings proceeded nonchalantly until the arrest of two officers and three other paid agents of the molders' union was accomplished on the strength of a confession of one of their hirelings in 1927. The shootings started in 1922. They stopped abruptly with the arrests.

The carpenters' and molders' crime carnivals brought shame and disgrace upon San Francisco. But that which followed the arrests and indictments of the union leaders and their agents struck at the heart of good government—failure of the District Attorney to prosecute expeditiously and vigorously the men whom the police had at last brought to bay. "Delay," whispered powerful labor politicians into the friendly, listening ears of administrative officials.

And "delay," that ancient device of the guilty to escape justice, it was. Some of the carpenters' cases were juggled about

on court calendars for two years before trial. The important case, a charge of murder against A. J. Mooney, an officer and general organizer of the United Brotherhood of Carpenters and Joiners of America who was in charge of the strike, along with eight other henchmen was "delayed" six months before force of public opinion stirred by the constant vigilance of the Industrial Association compelled trial. Not of Mooney and Paul Clifford, another officer of the union jointly charged, but of two scapegoats, hot-headed young fellows in their early twenties. Meantime all were running free about the city on bail, as were the molder officials, likewise charged with murder, engaged in a political campaign to re-elect the District Attorney responsible for the "delay" in their cases and for their prosecution.

Then set in seven months of alleged jury tamperings, alleged bribes and four trials of the fledgling defendants which finally ended in their conviction for manslaughter in their fourth trial after an honest jury had finally been obtained. Leaders of the union gangsters had first boasted to their sluggers that they would never be arrested; then that they would never be tried; then that they would never be convicted. Now there was surprise in the camp of the defense that "delay" had not worked and that a year after their crime two of their number were on their way to state's prison.

Meantime all other carpenters' and molders' cases were stalled. The District Attorney had elected to prosecute in only one of the 16 departments of the Superior Court and to assign only one deputy to the handling of the carpenters' prosecutions involving eleven separate cases and scores of defendants. The municipal election was over now and the District Attorney had been re-elected.

Next came the trial of another of the carpenters jointly charged with murder with Mooney. But again not Mooney. The trial ended in a disagreement after more charges of attempted jury tampering. And here the carpenters' murder trials stopped for another three months.

This being a three ringed circus which



one could view only from a merry-go-round, we must change seats now to catch the echoes of another act. In the middle of the carpenters' murder trials a storm struck the District Attorney's office. It was discovered that Robert Burton, Pacific Coast organizer for the International Molders' Union and one of the molder officials awaiting trial for murder in the molders' war upon San Francisco, had been one of the District Attorney's chief deputies for three years while the shooting and murdering of American Plan molders was going on. No wonder the molder gunmen were so fearless. And with this discovery, it was charged that he had defaulted in public funds; that he was permitted to resign but was carried on the payrolls for sixteen months until the deficit of some \$3,000 could be refunded out of public funds. There were other charges, too, of misuse of funds in the Prosecutor's office. An overnight Grand Jury investigation was held and the District Attorney, one of whose deputies presented the charges against his superior, was white-washed.

Public indignation against such summary procedure reached such a clamor, however, that the Board of Governors of the Bar Association of San Francisco held an investigation. After a week of testimony and a month of consideration, they charged the District Attorney publicly with guilt of the allegations of falsifying payrolls in the Burton case and elsewhere; that he was responsible for the misuse of \$50,000 of the public funds of the City and County of San Francisco. Then nothing happened. The elections came on a few months later and union labor leaders poured time, energy and money into the District Attorney's campaign. With the support of San Francisco's underworld, they held him in office by a narrow margin.

The year 1927 thus ended with two carpenters convicted of manslaughter after four trials; another awaiting second trial after a disagreement and all the other carpenters' and molders' cases still on the

(Continued on next page)

Strike Crime Convictions

JAILED

The number of union officials and gangsters jailed and fined for crimes during the carpenters' strike in 1926 in San Francisco is given here for the sake of the record in connection with the final disposition recently of the strike cases in the Superior criminal court. The total is unprecedented in the history of San Francisco industrial relations for a single strike.

A. J. Mooney, general organizer of the United Brotherhood of Carpenters and Joiners of America, six months in the county jail for assault.

James McKnight, business agent of Carpenters' Local, one year in the county jail for felonious assault.

James Ricketts, business agent of Carpenters' Local, four months in the county jail for felonious assault.

George Pesce, one to ten years in San Quentin prison for manslaughter.

Gus Madsen, one to ten years in San Quentin prison for manslaughter.

C. L. Hubbard, 30 days county jail, battery.

Herman Johnson, 90 days suspended sentence county jail, assault.

Albert Buckley, 60 days county jail, assault.

George McGee, 60 days county jail, assault.

John Goetze, 60 days county jail, assault.

Chris O'Sullivan, 60 days county jail, assault.

Samuel Moore, 60 days county jail, assault.

Don Clerico, 60 days county jail, assault.

John White, 60 days county jail, assault.

Henry Ternulle, 90 days county jail suspended sentence, assault.

Joseph Sousa, 30 days county jail, conspiracy.

Henry Ternulle, 30 days county jail, conspiracy.

Alexander Zimmin, 30 days county jail, battery.

Charles Maloney, 60 days county jail, battery.

Richard Huggard, 60 days county jail, assault.

George V. Fredman, 60 days county jail, assault.

Andrew Pillon, 60 days county jail, assault.

A. R. Moore, 120 days county jail, assault.

FINED

C. L. Hubbard, disturbing peace, \$25.

Jack Lawrence, disturbing peace, \$25.

Alfred Bishop, disturbing peace, \$25.

Frank Smith, assault, \$10.

Robert Kilrain, concealed weapon, \$10.

Joseph Black, picketing, \$25.

Jack Anderson, rioting, \$50.

Everett Hale, assault and rioting, \$100.

Samuel Moore, disturbing peace, \$10.

Albert Bishop, assault, \$25.

Benjamin Malley, assault, \$150.

Alexander Zimmin, picketing, \$15.

Winton Lenard, picketing, \$15.

Pat Murphy, picketing, \$40.

William Allen, conspiracy, \$50.

James McKnight, picketing, \$100.



The AMERICAN PLAN

(Continued from preceding page)

calendar. And the same District Attorney in office.

Tired and disgusted, the Police Department which had borne the real burdens of the prosecutions, virtually forced trial of two carpenters' business agents charged with assault to commit murder, a case distinct from the murder case involving General Organizer Mooney and his henchmen and out of which the manslaughter convictions grew. Another disagreement. Then another trial, another honest jury, conviction and sentence of James McKnight, union business agent to a year in the county jail and James Ricketts, union business agent to four months in the county jail.

Here was a record—two union sluggers in the penitentiary and two union officers in the county jail two years after the strike in which their crimes were committed began. The Industrial Association was pressing the cases; union labor gangsters were breathing hard.

Now came the unexpected, brewed in dissension and fear in the gangsters' ranks. Strike Master Mooney and four of his henchmen offered to plead guilty to a reduced charge in another case pending against them in which they were indicted for assault with a deadly weapon. The plea was accepted and Mooney went to jail for six months, the others for lesser terms. The man who boasted that he was running San Francisco was at last in a cell, a convicted prisoner awaiting trial still on a murder charge, sixteen months after his arrest. Nine of them in prison and jail now, three union officers and six of their henchmen. San Francisco began to wake up to the fact that it was possible to force justice against labor's gangster politicians.

Two weeks later three other carpenter sluggers admitted their guilt of assault. Two more went to jail and another was fined. Now eleven in jail.

Then something happened. Superior Judge James G. Conlan who had heard all the cases so far, went to Los Angeles to sit on the Superior Court bench there and in his stead the Judicial Council of California assigned Superior Judge Ruben

S. Schmidt of the Los Angeles County bench to San Francisco. Judge Schmidt publicly announced that he had been sent here to clear the court calendar of "so-called industrial cases." And he did within six weeks clear the calendar of the carpenters' cases although the orders of the Judicial Council were silent as to the "so-called industrial cases" and he did not remain long enough to handle the molder cases.

Judge Schmidt's first action was to order acquittal of John J. Cannon who, several months previously, had obtained a jury disagreement by a vote of 10 for conviction 2 for acquittal, in his trial for murder. He was a co-defendant with Strike Master Mooney and the two men convicted of manslaughter. Judge Schmidt refused to admit the confessions of the convicted accomplices of Cannon as evidence, a ruling in direct conflict with that of Judge Conlan who sat in Cannon's first trial, who heard the cases of Pesce and Madsen, the convicted manslaughterers and who was quite conversant with all the details of the carpenters' crime conspiracy. This was on April 2, 1928. Eight days later Judge Schmidt made the following press statement:

"I have been requested by the Judicial Council to remain in San Francisco until I have disposed of all the criminal cases arising out of the carpenters' and molders' strikes. Therefore, I intend to give these cases precedence over all others."

Following this statement, Judge Schmidt requested Superior Judge Roche to transfer other carpenters' cases pending before Roche to Department 12 over which Judge Schmidt was presiding. This was done. Judge Schmidt never explained the discrepancy between his published press statement and the general orders of the Judicial Council which made no mention of the carpenters' or molders' cases nor his failure to remain to sit in the molders' cases.

But things did happen amazingly fast with Judge Schmidt on the bench. Defendants in organized crimes which terrorized San Francisco for ten months were dismissed, some of them 30 at a time as fast as the Deputy of the District Attorney could consent.

The AMERICAN PLAN



On April 18, 1928, Judge Schmidt in less than one hour dismissed 48 union carpenter officials and agents accused of felonies in seven cases including the murder charges against Strike Master Mooney and his fellow murder defendants, the same crime for which Pesce and Madsen were at the time serving from one to ten years in San Quentin. The Police Department was flooded; San Francisco held its breath. Here was the end of the greatest crime campaign in the City's history, wholesale crime disposed of in a wholesale way. "Delay" had won.

Two days later Judge Schmidt permitted eight other union carpenter slugs who had beaten an American Plan carpenter named Hardwick Culberson nearly to death, to plead guilty to simple assault and sentenced seven of them to 60 days in the county jail, suspended sentence on an eighth, who had just completed a term in jail for a similar crime, on the ground of sickness. Four others failed to appear and never will as the result of exoneration of bail by Judge Roche previously while all were awaiting trial for criminal conspiracy. One of the other outstanding features of this case is that the United Brotherhood of Carpenters and Joiners of America admitted the guilt of their San Francisco agents by settling for \$5,000 a civil suit brought against the Brotherhood by Culberson, still a hopeless paralytic. Of course, here as in the other cases, Judge Schmidt's action was with the consent of the District Attorney although the Court has the right to compel a District Attorney to prosecute a case.

The story of the carpenters' trials is about over now. Four days later a jury having acquitted two other carpenters on two counts of a criminal indictment and disagreeing on a third count, Judge Schmidt ordered the defendants dismissed and a bench warrant, already dust covered no doubt, issued against a third defendant who felt so guilty that he couldn't face trial with his fellow conspirators. Then Judge Schmidt went back to Los Angeles.

Judge Conlan returned to San Francisco and eleven days later Frank Brown, Business Agent for Molders' Local 164, and

Robert Burton, Pacific Coast Organizer of the International Molders Union and former aide of the District Attorney, went to trial with William Allen, Chairman of the Executive Committee of Local 164 and Earl Parente, for a shotgun assault on an American Plan molder in February, 1927. The District Attorney elected to choose this case instead of the murder indictment against Brown and Burton for the killing of American Plan Molder John Goytan in July, 1926, or another felony charge against Brown, Burton, Allen, Parente and a fifth molder agent, Tony Mello.

Brown, Burton, Allen and the other two were arrested early in 1927. It is now May 1928. The District Attorney found it necessary to "delay" these molders' cases until the carpenters cases were out of the way.

Well "Delay" won again. The District Attorney assigned to the case three days before it was to open a deputy who knew nothing of it. A lieutenant of detectives was forced to sit at his elbow during the trial to tell him what to do. The foundrymen of San Francisco had offered the District Attorney the services of an able special prosecutor to which the District Attorney at first agreed but then broke his word probably at the command of the defendants.

So "Delay" won. The State couldn't find its chief witness whose confession they had that Brown had paid him more than \$2,000 for slugging American Plan molders. They knew where this chief witness was two days before the trial but when the trial opened they couldn't find him. Nor could the dictagraph records get into the evidence, spoken, police-heard records of the actual plotting of the defendants. So the Court did the only thing it could do, dismiss the molders' cases in the face of a farcical prosecution. It seems sad that after all the money—hundreds of thousands of dollars—that the molders spent vainly in trying to close San Francisco, that they had to go through the motions of employing counsel to defend them. The favors and the feeble prosecution

(Continued on page ten)



The AMERICAN PLAN

Such Is Public Interest

The Industrial Association was formed primarily to protect "public interest." What is public interest?

In its report to the legislature the New York State Industrial Survey Commission pretty well defines it. Says the Commission:

"We have had much evidence that in periods of greater building activity the tendency of some, at least, of the unions has been to close their books for further and needed increase in membership, with a view of making current opportunities for employment go further and last longer. Without question, the effect of this and other practices has been to increase the price of building.

"A typical situation is where, as seems to have happened many times in the past, the workers on a building which the contractor is under obligation to complete by given date, have made unwarranted demands upon the contractor which the contractor is obliged to meet if he is to fulfill his contract in the appointed time. A common course under such circumstances has been for the contractor, whether alone or in conjunction with others, to refuse to accede to the workers' demands or to the demands of the labor leaders who may be representing the workers.

"The contractor holds out until the owner of the building, facing great loss, practically demands of the contractor to give way. Thus a veritable hold-up has taken place; the owner of the building in question has been subjected to substantially large and unexpected increase in the cost of his construction, and in most instances future builders have by the practically necessity of his yielding, been subjected to permanently higher costs of building and one more precedent has been established."

These illegitimate increased costs are, of course, passed on to the pocketbooks of everyone in the community. Therefore, it becomes a matter of public interest to prevent such "hold-ups" as described by the New York State Industrial Survey Commission. That is what the Industrial Association of San Francisco has done and is trying to continue to do.

Cleveland's Closed Shop

What the American Plan means to San Francisco may be shown in what the closed shop means in Cleveland.

It seems an interminable time since Cleveland began building its muchly needed new union passenger depot. Still it is unfinished. Five times union labor czars have tied up work on it by jurisdictional controversies between various unions whose members are engaged in its construction.

The latest mandate that stopped construction was an order by business agents of the carpenters' union that common labor at the union scale of 87½ cents an hour must not be used to strip wood forms off the concrete walls, really a wrecking job, but that skilled carpenters at \$1.25 an hour must be used for the work. That could not happen in San Francisco free as we are today under the American Plan. But it used to happen here prior to 1921 when San Francisco was, like Cleveland is today, overrun by power bloated union bosses.

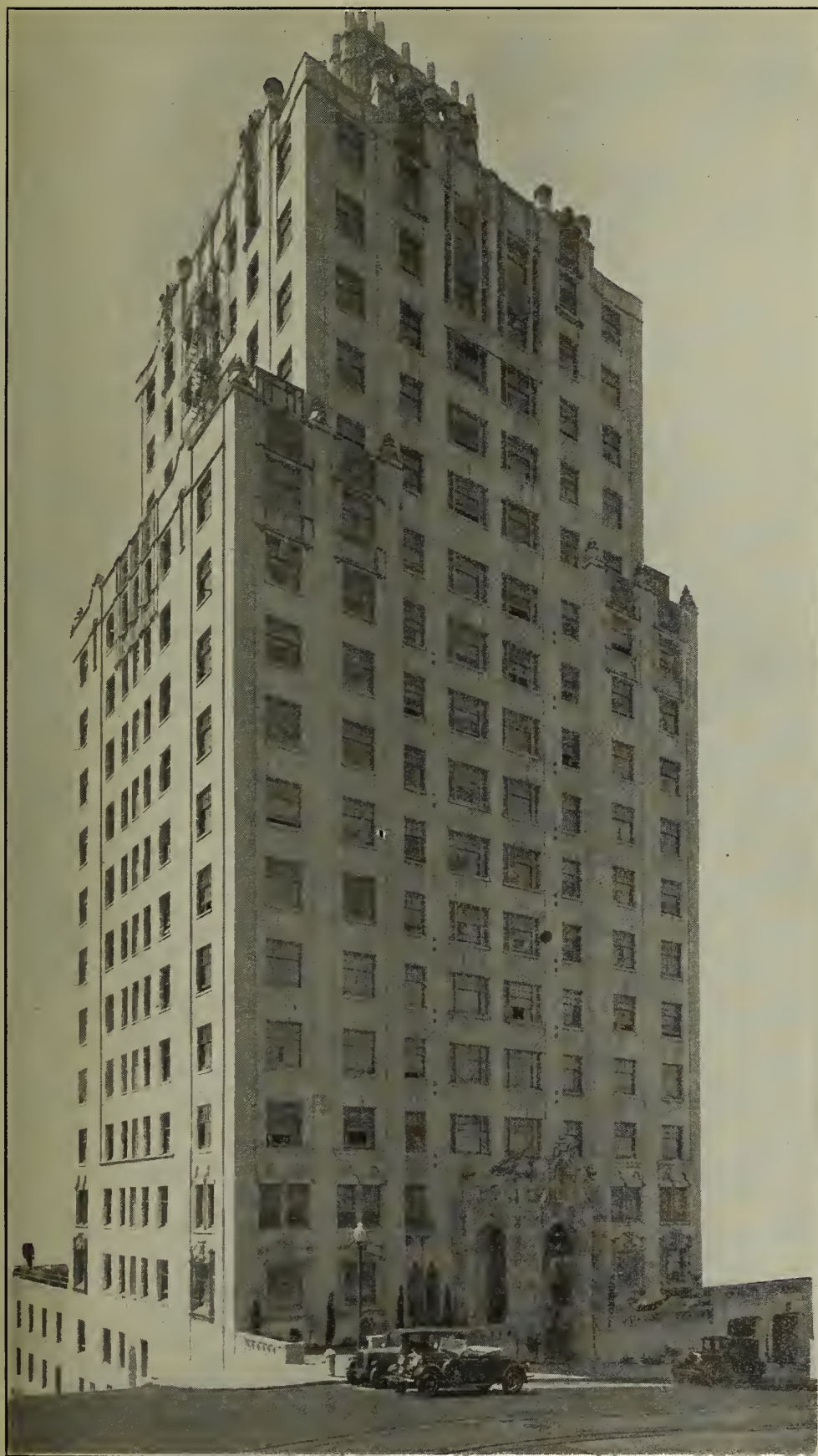
The union depot in Cleveland is only one instance of that great city's troubles under union rule. The Cleveland Bell Telephone Building, likewise uncompleted, suffered four long, costly jurisdictional fights between arrogant union officials for the spoils of power. The Union Trust Company building there was recently completed after construction had been tied up 56 times by union battles.

That is what the closed shop means in Cleveland or any other city whose business men kow-tow to union bosses under closed shop rule. The closed shop has cost Cleveland millions of dollars more than it would cost to win freedom under the American Plan.

Association Service

The Employment Department of the Industrial Association placed 3,584 men in jobs during the first six months of 1928. June was the best month with a record of 807 men placed with no cost either to the workmen or the employers.

other
merican
le.
r mph...
h
a edral
rtments,
aornia
n
n s
rts





Shipowners Win Injunction Suit

Leaders of organized labor for the past twenty years have fought viciously to impair and curtail the powers of our courts through restrictive legislation, through political recall of judges and decisions, through more recent efforts to rob our federal and state benches of injunctive powers. But these same leaders never fail to attempt to use these same courts as their tools to gain their economic ends especially courts of equity.

Their latest effort in San Francisco is a case in point. Seven years ago Admiral Benson of the United States Shipping Board called a conference of ship operators and representatives of the seamen's unions to propose a reduction of wartime wages and to correct overtime pay abuses. Andrew Furuseth, leading the seamen's representatives, could not see beyond the end of his nose with the result that the conferences broke up; the operators began moving their ships with non-union crews and a national strike involving the usual violence and sabotage ensued. The strike lasted only two months, time enough, however, for the San Francisco waterfront to go under the American Plan and the Pacific Coast Shipowners to open joint employment offices.

Then the seamen's union officials made overtures to resume operations under the old union regime. Naturally they were declined; union officers were told that union men were welcomed aboard but henceforth ships would be manned under direction of the shipowners instead of union business agents.

Then the International Seamen's Union of America prevailed upon one of its members Alfred Street to seek the labor-hated federal courts for a labor-hated injunction to compel the shipowners of the Pacific Coast and the Pacific American Steamship Association and their members to give up their joint employment agency for seamen that the union business agents might regain control. They charged conspiracy in restraint of trade. Finally the Supreme Court of the United States ruled that the complaint did not state a cause of action.

So in June, 1925, still undismayed, union leaders again sought the hated federal

courts for a labor-hated injunction, filing a complaint through one Cornelius Anderson in all respects identical with the original Street complaint with additional allegations intended to meet the deficiencies of the first complaint. After traveling twice through the federal courts here to the Supreme Court on objections of the defendants to the validity of the complaint, it was finally remanded to the United States District Court in San Francisco for trial.

On June 21, 1928, United States District Judge Kerrigan denied the suit after trial holding that none of the major allegations of the complaint had been substantiated. It was shown in the trial that the employment agency operated by the ship-owning employers was not unlike that of the Sailors Union, itself; that in fact, it was patterned almost exactly after the Sea Service Bureau maintained by the United States Shipping Board. Said Judge Kerrigan: "The practices of the defendants and the operators of the (employment) bureau do not evidence a combination in restraint of trade."

The fact was that the Court found that the shipowners were not discriminating against union men; that they were employing union men as well as non-union sailors under the American Plan and that all the officials of the sailors' unions were trying to do was to use the courts of the United States to grab control again of the hiring and firing of sailors on ships plying the Pacific trade.

Major American Plan Jobs

All of the major buildings at present under construction in San Francisco are being built under the American Plan. Among them are:

The Fox Theater.....	\$2,000,000
O'Connor-Moffatt	1,000,000
450 Sutter.....	2,000,000
Drake Hotel	3,000,000
Medico-Dental	500,000
Y. M. C. A. Hotel.....	750,000

Maintenance of the American Plan in San Francisco means constant vigilance in peace time as well as in strike time.



Labor Never Quits

Though some of its objects be discreditable, one must admire the "never say die" spirit of organized labor especially in pursuit of ghostly legislative rabbits. In recent session, the legislative committee of the Executive Council of the California State Federation of Labor drew up a questionnaire which will go to all candidates for the next state legislature quizzing them:

1. Do you favor the enactment of a law declaring void and contrary to the public policy any contract of employment, which contains an agreement not to affiliate with a labor union?
2. Do you favor the enactment of a law prohibiting judges from issuing injunctions in labor disputes?
3. Do you favor an amendment to the Workmen's Compensation Act, eliminating the one week waiting period provided for under the present law, when the disability extends over a period longer than five weeks from the date of injury?
4. Do you favor an amendment to the Workmen's Compensation Act, increasing the maximum weekly payments to injured men from \$20.83 to \$25.00; also increasing the death benefit from \$5,000 to \$6,000?
5. Do you favor an amendment to the Anti-Trust Act, making unlawful the so-called "permit system" for building material, which has been used during industrial disputes to make it virtually impossible for certain contractors to purchase building material?

Three of these propositions are important legislative rabbits which labor chased through the last legislature but failed to capture, the first proposition by which they hoped to use the government of California to force men to join labor unions and destroy freedom of contract between employer and employee; second, to strip state courts of the power to protect industry from armed attacks by labor unions

Open Shop Dominates

Exclusive of building, transportation and mining industries:

74.4 per cent of American manufacturing plants employing 81.3 per cent of the workers operate under open shop.

13.7 per cent of the plants employing 7.4 per cent of the workers operate closed shop.

11.9 per cent of the plants employing 11.3 per cent of the workers operate non-union, with definite discrimination against union members.

A tentative estimate made in connection with a report by the National Association of Manufacturers shows that 9 per cent of the workers employed in open shops are union members.

These percentages are not "cold" figures but rather "hot" figures, or at least should be in evaluating organized labor in America politically, industrially and socially. They are particularly illuminating also in showing the broadminded attitude of American industry regarding the right of labor to organize.

in strikes and from organized union efforts to destroy a man's business through boycotts; and the third important legislative rabbit being a measure which labor sought, to prevent employers' co-operation through the permit system, in the use of a weapon of last resort in labor's frequent efforts to control building construction in San Francisco. In its pursuit of all of these measures labor was defeated in the 1927 legislature. The action of the Executive Council of the State Federation of Labor in its last meeting shows clearly that they are going to resume the hunt in the next session.

They are to be congratulated upon their determination, though their ends be obnoxious to all good Americans. Industry may well take a lesson from their strength of purpose, their "continuity," their vigilance. Labor politicians know that the only way they can win is through the lackadaisical and unorganized attitude of industry in legislative matters.



Courage Pays

Recently the San Antonio (Tex.) Plumbers' and Steamfitters' Union notified the plumbing contractors that after a certain date "no more apprentices would be registered until the ones at present employed were turned out as journeymen, and that the wage scale would be increased after that date from \$11 to \$12 a day." The contractors screwed up their courage and refused the demand, requesting the San Antonio Open Shop Association to handle for them the strike that ensued.

Sixteen days later the union plumbers asked for a conference and the strike was settled as follows:

1. The union men returned to work at the old scale of \$11 a day in such shops as they were able to find jobs.
2. The apprentice restriction demand was withdrawn.
3. A number of plumbing shops previously union went on an open shop basis.
4. The American Plan plumbers brought into San Antonio by the San Antonio Open Shop Association were to remain on their jobs irrespective of the number of union men employed until such time as they chose to find employment elsewhere or join the union.

That settled that because the contractors had the courage not to bend the knee and the San Antonio Open Shop Association was financed adequately to handle the situation.

"Racketeers"

Los Angeles has been having trouble with the union "racketeers" in a campaign of sabotage directed against open shops in the cleaning and dyeing industry. According to police testimony in civil suits growing out of the "racketeering" caustic soda, phosphorus and other chemicals have been sewed in garments by the union "racketeers" and sent to dyeing plants, resulting in one instance of an explosion which seriously burned a worker.

Old Brooms

Following pleas of guilty and convictions in some of the criminal cases growing out of the carpenters' strike, the Sacramento Bee, an important, powerful newspaper sympathetic with organized labor, advised San Francisco unionism to sweep its house clean of those responsible for strike crime. It was good counsel from a good friend. However:

Joe Sousa, sentenced to the county jail for 30 days for a strike assault, was recently elected vice-president of Carpenters' Local 483.

W. H. Maynard, arrested for picketing during the strike, was elected Conductor of Local 483.

Ernest J. Aronson, arrested for strike rioting, was elected business agent of Local 483 and delegate to the Building Trades council.

James E. Ricketts, sentenced to the county jail for a strike assault, was elected Business Agent of Local 22 and delegate to the Building Trades Council.

That is the answer of a certain clique in San Francisco unionism to the friends of decent unionism. Good unionism foots the bill.

Strike Trials

(Continued from page 5)

tion afforded them by the District Attorney's office were sufficient defense.

Only two more observations are necessary. When Archibald J. Mooney, General Organizer for the Pacific Coast of the United Brotherhood of Carpenters and Joiners of America and Strike Master of sluggery for ten months in San Francisco, was arrested for murder, the carpenters' strike and its ten months of organized crime ended. When Frank Brown and Robert Burton, officials of the Molders' Union, were arrested for murder five years of shooting and murder ended. The dead cannot come back nor some of the wounded be healed. But union gangsters can be made to obey the laws of America.

San Francisco is a free city, free to law-abiding unionism, free to law-abiding capital. Under the American Plan.



Freedom

"There exists an inherent right on the part of either an individual worker or an individual employer to join an association of other workers or other employers: and as a corollary there exists also an equal right to refrain from joining such an organization without penalty to him of any nature."

That is an excerpt from the report of the New York State Industrial Survey Commission to the New York State Legislature on industrial conditions in New York City and the state. That also is one of the principles of the Industrial Association of San Francisco. Union leaders say this is wrong—that no man should be permitted to work in a craft unless he belongs to the union.

On the other hand they are trying to make it illegal for a workman and an employer to agree that the workman shall not join a union. Yet they demand contracts with employers specifically stating that no man can work unless he does belong to a union. You can't trust unionism through the forest of its logic and economics because it walks on one foot like a bear and on the other like a fox.

In Los Angeles

Said the proprietor of a down-town motion picture theatre whose place has been "stink-bombed" and who employed two projectionists at \$55 per week:

"The union representatives are demanding that I put these men out or make them join the union. But that is not the worst of it. They say I would have to employ four projectionists and pay them each \$85 a week to comply with union rules. When I refuse they go away. Then somebody sets off a stink-bomb in my place. It's not me alone. It's the same way in the other places where they have non-union men. They seem to be trying to make an example of me so as to scare all of us into line. I have appealed to the police to protect me from this kind of business."

Union Rule

Union labor in Chicago is apparently under gangster rule. "Big Tim" Murphy, former Illinois legislator, labor leader and mail robber was shot down recently by gangster machine gunners from an automobile in his home in Chicago.

Dispatches stated that the police arrested one man, John Hand, a union official charging him with murder and are looking for other union agents. The police theory of the murder is that Murphy tried to gain control of the cleaners' and dyers' organization and as a result was marked for death by other union gang leaders.

Legitimate unionism has its place in the American industrial and economic development but gangster unionism as exhibited in Chicago and also recently in San Francisco has no place in our social or industrial life. The greatest menace to unionism is its present leadership. Legitimate unionism is worthy of the best brains in America to lead it. It is high time that union men should kick out of office the petty politicians and gangsters who are now in command of it and draft an intelligent leadership which can co-operate with industry in behalf of the working man.

New Money

Approximately \$24,707,738 of new money was loaned on San Francisco real estate during the first half of 1928, according to computations made by Thos. Magee & Sons. Mortgages and deeds of trust exceeded by \$3,000,000 the highest previous total for any half year in the history of the city, while the money total involved in releases of mortgages and reconveyances exceeded all previous figures for any half year in San Francisco history by \$14,000,000.

The total number of San Francisco real estate sales for the first six months of 1928 amounted to \$63,448,327, exceeding by \$2,215,761 the record for the previous half year. All of which indicates the solidity of San Francisco's financial structures.



Keeping Faith

Six years ago the Industrial Association of San Francisco pledged its word that from time to time it would use its machinery to set up an Impartial Wage Board in the building trades to fix wages. And it gave its word to the public of San Francisco that no matter what schedule of wages the Impartial Wage Board fixed, the Association would do everything within its power to enforce the Board's award.

It has succeeded in the self-imposed task in behalf of labor, capital and the public of San Francisco, succeeded to such an extent that union leaders look to it when aid is necessary to compel the payment of wage board schedules. This was exemplified recently when one large contracting firm was found to be paying less than the wage board rate for laborers. The Association called the attention of the firm to the situation and it was remedied immediately.

Still more recently another large firm was told that its sub-contractors were paying less than the wage board rates. The head of the firm investigated and informed the Association that he had discovered that such was the fact and further advised that in the future the firm would do its own work rather than let it out to sub-contractors.

It is interesting to note that in these cases the information was laid before the Association by officers of San Francisco labor unions who looked to and trusted the Association to rectify the situation. They were not disappointed. The Industrial Association of San Francisco has kept faith with labor, capital and the public.

John E. Edgerton recently voiced an important truth in a statement declaring that the city which does not maintain open shop conditions must expect big industries to seek elsewhere for production bases and that the manufacturer who fails to take labor conditions into account is in danger of overwhelming competition.

Soviet

Overthrow of the present American form of government in the State of Oregon and substitution of the Soviet system has been proposed by the Portland Central Labor Council, which would abolish the State Senate and substitute a single house of sixty representatives to be elected by industrial or occupational Soviets.

Every occupation having one-sixtieth of all the registered voters of the State would be entitled to elect one representative and one for each additional one-sixtieth of all the voters registered as members of that occupation. Where any occupational groups constituted less than one-sixtieth of the total voting registration it would be teamed with other groups representing less than one-sixtieth and these would be accorded representation by that fraction of the whole they constituted. This labor oligarchy would choose one of its members to serve as governor.

The purpose of the proposal is, of course, to eliminate all of those who are trained by gift of nature and schooling from the service of the people and substitute for them those who are not. Those who are lowest in our economic scale being more numerous, would dominate the "legislature" or what would really amount to a supreme economic council of workers. It is founded on the principle that if the street sweepers predominate in any community, they should control the industrial, social and cultural progress of that community. It seems stupid that when all the world is seeking desperately for greater intelligence to meet the ever increasing perplexities of our social and economic system, labor should turn its face in the opposite direction.

The American Musicians' Union proposes to raise a war chest of \$1,000,000 to fight or control the inventive genius of American industry in the mechanical musical devices such as radio, vitaphone, and movietone. Blind leadership again.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

S. S. KAUFFMAN
President H. S. Crocker Co.

Secretary:

J. E. CUSHING
American Hawaiian Steamship Co.

Treasurer:

SAMUEL LILIENTHAL
Secretary Haas Bros.

Managing-Director:

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

GEORGE S. FORDERER, Pres.
Forderer Cornice Works

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

A. F. HOCKENBEAMER, Pres.
Pacific Gas & Electric Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Sec'y.
Haas Bros.

J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

RICHARD S. SHAINWALD, President,
The Paraffine Companies, Inc.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VII

No. 4



SEPTEMBER
OCTOBER
1928



The Racket

✓

Musical Unionism

✓

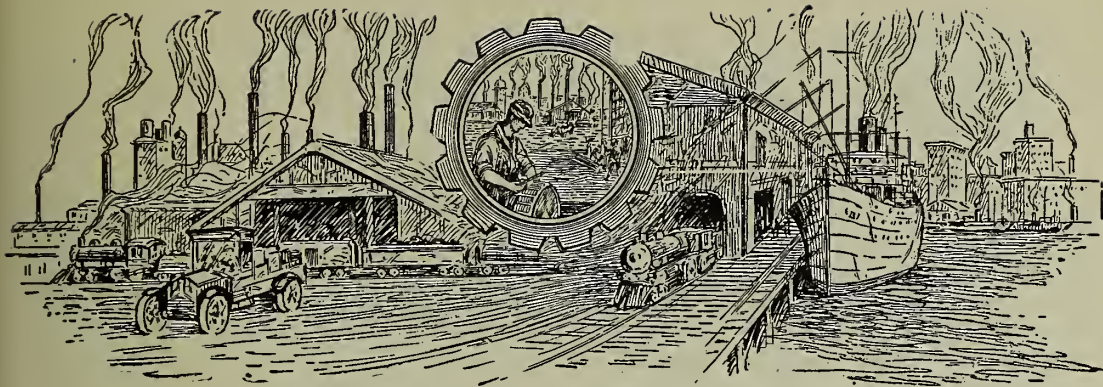
Strike Convictions
Affirmed

✓

Badges and Guns

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco

Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

Will the Racket Come to San Francisco?

In Chicago machine guns rattle and men fall dead in the street. In New York a man is dead at the wheel of his automobile, riddled with bullets. In Philadelphia a revolver blazes and a cafe owner slumps into the gutter. In Cleveland a family of six, including four children, are torched to death in the dead of night. In St. Louis and Kansas City bombs scatter human flesh and blood.

It's the Racket, America's new form of government, a new "big business," feeding upon industry and commerce, forcing American manufacturers, business men, merchants and professional men to pay annual tribute of millions of dollars for the privilege of operating. Back east they call it "Racketeer Government" because with the connivance of or in defiance of municipal authorities, politicians, and officers, it supersedes government of, by and for the people with a government of, by and for the gangster.

It is organized graft, corruption and crime equipped with guns, bombs, armored cars, uniforms of steel. No big business is better organized; none is more profitable. Chicago, alone, is paying between \$50,000,000 and \$75,000,000 a year to the generals of the racket mobs and other big cities other millions in comparison.

Will the racketeers and their racket

government come to San Francisco? They will if we don't keep vigil, even as they spread from Chicago to other great American cities unorganized to block them. If the bars are let down, they will come and they will cost the business men of San Francisco millions of dollars.

San Francisco had only a mere taste of what the racket means in the molders' orgy of killing and maiming which ended last year in the arrest and subsequent dismissal of officials and agents of the molders' union. The molders' racket was strictly a union war on the right of San Francisco foundrymen to exist and the right of non-union molders to work here. There was no tribute extorted other than life, limb and health of the workmen who refused to be ruled by the racketeers of the molders' union. That racket would have been running yet had it not been for the Industrial Association.

But the racketeers back east are even more savage and better organized than the union molders here. They are in it for big money. It's a business with them in which they invest thousands and out of which they make millions. Every dollar that San Francisco spends to keep the racketeers out of this city means \$1000 saved.

Peculiar as it may seem, racketeering usually starts in the cleaning and dyeing



The AMERICAN PLAN

business. James P. Kirby of the Newspaper Enterprise Association in a series of articles published nationally by the Scripps-Howard newspapers, of which the Daily News in San Francisco is one, says "the cleaning and dyeing industry seems to be the point of entry of the racketeer. . . . Philadelphia gunmen involved in the booze racket were imported by cleaning and dyeing racketeers." But the racket is operated in other businesses, shoes, drugs, fruit, auto supplies, garages, bootblacks, laundries, candy manufacturing establishments, building contractors, glaziers, plumbers, florists, photographers, delicatessens, doctors, dentists—every line of business and profession, in fact, where money can be extorted under threat of death and destruction of life and property or for protection and the "right to do business." Big cities are divided into districts. Each racketeering mob has its own district in its own business. To run his business, a man must pay tribute to the big boss in his district in his line. If he pays, he is protected from other racketeers. If he refuses, he is killed or crippled, his house is blown up, his place of business is burned or robbed regularly until he is forced into bankruptcy.

In Chicago the racket started in the dyeing and cleaning game. Morris Becker had been a prominent figure in Chicago dyeing and cleaning for forty-two years. They made it so hot for him that he had to take in Al Capone, the famous booze racketeer, as a partner. Said Becker publicly, "I have no need now for the protection of the State's Attorney, the Police Department or the Employers' Association. I have the best protection in the world."

Such is the racket in Chicago, with 215 murders in two years directly attributable to racketeer mobs, highly organized mobs with better business discipline than most businesses. Such it will be in San Francisco unless the business and professional men, the merchants and manufacturers, big and little, keep it out.

Last year the racketeers attempted to get into San Francisco. Ben Abrahams Albert of Chicago, known throughout the United States in the dyeing and cleaning union labor movement, was here organiz-

ing the dyers and cleaners. He drew up new contracts for the union with their employers and hinted that firms who didn't sign would be put out of business. Through the Industrial Association the police were advised of his activities. They knew his record and he quietly left town after a police interview. The most recent news is that he is on his way back. What for? Is the racket coming?

In connection with San Francisco's dyeing and cleaning business, another interesting incident occurred. It was last year also that Harry Gorkman, a deputy state labor commissioner of California, working as an organizer for the employing cleaners and dyers, demanded one per cent gross on all wholesale cleaning and dyeing and two per cent gross on all retail business. Refused this, he demanded a "flat salary." This is not to say that Deputy Labor Commissioner Gorkman was starting a racket. But the racketeers of Chicago and other eastern cities operate on the percentage basis.

In closing, let it be said that the success of the racket depends upon two things—lack of vigilant, financed organization of merchants and business men and corruption of police and prosecuting officials. Racketeers offered "\$15,700 in St. Louis for a square deal in the city prosecutor's office." A police commissioner, a lawyer, was offered \$100,000 to get bonds for and defend some arrested racketeers. These sums were really small considering the sums extorted by protected racketeers. In the cleaning and dyeing racket in St. Louis, \$2000 initiation fees and 10 per cent of annual gross profits were exacted from wholesalers.

You pay this or you don't do business. You are murdered or maimed, your establishment is burned or bombed. If you do pay it you are on the road to bankruptcy. In Detroit, where the "Purple Gang" threw 100 bombs and murdered three men, one firm was mulcted out of \$100 a week. When it refused to pay even more graft to the racketeers, a truck load of clothes was stolen and held for ransom of thousands of dollars. Finally the company was forced into bankruptcy. Building contractors, tailors, laundries, theaters, bar-

(Continued on page eight)

The AMERICAN PLAN



Drawing A Long Bow

"Put an eight-piece orchestra into your theater and hire two organists, all union, or we will close your theater. Unless you comply, the Motion Pictures Operators' Union will walk out on you and your house will be left dark."

In substance, that was the ultimatum delivered last month by the San Francisco Musicians' Union to W. B. Wagnon, manager of the Embassy Theater, an exclusively Vitaphone or "talking picture" house.

"That will cost me about \$30,000 a year for musicians I don't need and music I can't use," protested Manager Wagnon. Of course, as everybody knows, the Vitaphone, Movietone or "Talkies" carry their own music all boxed or reeled up, synchronized with the picture. You just can't use an orchestra with them.

"That doesn't make any difference. Play the game." So Manager Wagnon had to begin playing the game although the President of the Musicians' Union did extend him the privilege of appearing at a future date before the Executive Committee of the Union to plead for mercy. Present at the conference where the ultimatum was served upon Manager Wagnon were also representatives of the San Francisco Labor Council and the Motion Picture Operators' Union.

Let the San Francisco Examiner describe the scene in the Embassy the next day:

"Despite the presence of nine musicians in the orchestra pit of the Embassy Theater yesterday, harmony was strangely lacking. The organ keys displayed a hitherto unnoticed tendency to stick and a potpourri of flower stands, waste paper baskets and other articles cluttered up the place where orchestra chairs and music racks were wont to stand.

"The violinist shuddered; the 'cellist scowled; the pianist felt like swearing but didn't; the trombonist grinned; the saxophonist moaned and others stood about harboring ingrown peevishness. Finally the orchestra personnel picked up its individual and collective instruments and walked out."

So much for the Embassy. At the Columbia an animal picture which required no music ran for several weeks. Yet the management was forced to hire musicians. He put them out in the lobby to entertain the crowds filing in before the show and to play during the intermission for the amusement of the lobby promenaders. Legitimate theaters which carry their own orchestras are also compelled now by the San Francisco Musicians' Union to employ a fixed number of local musicians (union) who play down in the basement or some other place for a few minutes each day and draw their pay for it.

Yes, theatrical music in San Francisco is closed shop. You have to be a union musician to play in a theater and a theater in San Francisco is not permitted to operate unless it employs union musicians whether they are necessary or not.

The closed shop is always that way whether in music-making or mortar-mixing. It is used as a club to make otherwise self-respecting American employers and consumers of industrial products bend to the will of selfish union officials. In the sweet ecstasies of "collective bargaining," employers first grant the unions the monopoly of the closed shop. Having agreed to that, they have to grant everything else the union officials demand.

The fight started by the San Francisco Musicians' Union on the talking motion picture is bound to spread into every city in the United States where the union musicians hold the whip hand. They are going to make the public pay millions of dollars annually for nothing save the pleasure of watching orchestras sit silently and idly by drawing handsome wages for doing nothing. It makes no difference that probably the music in the Vitaphone or Movietone was made by union musicians originally. The show can't go on without an orchestra.

Thus unionism contributes to industrial and cultural progress, to that "greater production and efficiency which should share greater returns to the worker." There is no thought of sharing with the

(Continued on page four)



The AMERICAN PLAN

Strike Convictions Affirmed

The District Court of Appeal of California has affirmed the conviction and sentences of George Pesce and Gus Madsen, union carpenters, for the killing of C. W. Campbell, American Plan carpenter, during the strike by the carpenters' union for the closed shop in San Francisco during 1926. Pesce and Madsen confessed their crime to the police and to the Grand Jury, but organized union resistance compelled four trials before it was possible to find a jury "impartial" enough to abide by the evidence and find them guilty. Judge Conlan of the Superior Court promptly sentenced the convicted men to a term of from one to ten years in San Quentin prison for manslaughter.

In its decision affirming the conviction and sentence, the District Court of Appeal found no merit in any of the superficial and unsubstantiated allegations of counsel for the convicted men. The conduct and instructions of Judge Conlan in the trial were upheld in every instance, as was the judgment of the jury that the confessions to the police by the defendants were voluntary.

Thus ends the last effort of the thuggery organized by A. J. Mooney, Pacific Coast Organizer for the Brotherhood of Carpenters, to escape the penalty of hundreds of crimes committed during the ten months of the carpenters' strike here. The conviction of Madsen, Pesce, Mooney and other officers and business agents for brutal assaults and attacks proved that professional unionists can be forced to obey the law or take the consequences. Mooney boasted to his henchmen during and after the strike that they were above the Law and would never be convicted or go to jail. He, himself, served six months in the county jail, and James McKnight, one of his business agents, spent ten months of a year's sentence behind the bars. In all, 34 union thugs and officers were fined or imprisoned for carpenter strike crimes, a record in the history of industrial crime in San Francisco for a single strike.

Commenting upon this record, the San Francisco Argonaut credited the Industrial Association of San Francisco publicly for having fought the issue of law

and order through to the finish for two years against union political manipulation of police courts and the District Attorney's office and openly alleged bribery of jurors. The decision of the District Court of Appeal sets the seal of approval upon the work of the San Francisco Police Department and the Industrial Association in the detection and prosecution of the strike crimes and upon the conduct, ability and impartiality of Superior Judge Conlan.

Every Ten Minutes

The Employment Department of the Industrial Association placed a man on a job every ten minutes during the working hours and days for the two weeks ending September 28th. This contributes to a total of 6370 men placed on jobs for the first nine months of 1928 and a grand total of 61,861 men on jobs since the Association was organized in 1921.

During the months of August and September the department placed more mechanics on jobs than for the same months in 1927 despite the fact that building construction in San Francisco was below the total for these two months last year. This was due in part to the absorption of the Builders' Exchange employment department by the Industrial Association and the resulting increased efficiency. Of course, all of the work of the department was without cost either to the mechanics for whom jobs were found or to the employers who were served.

(Continued from page three)

public the benefits in lowered costs which the synchronized music-picture would ordinarily bring about. No! The Public be damned. This is a question of the right of union musicians to a part of the theater-patronizing public's dollar without working for it.

And this is what the Industrial Association of San Francisco is talking about when it says "Public interest shall be first." It is first in most San Francisco industries today, but not in theatrical music.

The AMERICAN PLAN



Built Under the American Plan—The New Sir Francis Drake Hotel



The AMERICAN PLAN

Association Joins State Safety Campaign

Parachute jumpers make their own safety laws, obey them; but devices and laws have to be provided and enforced for industrial workers. The work of the Industrial Association in safety engineering in San Francisco construction and industry has proved that profitably to worker and employer. The Pacific Telephone and Telegraph Building was completed without a single fatality, the Russ Building with only one life lost, and that was the workman's fault, the common one of disobeying orders. Both buildings were under the supervision of the Association's safety engineer.

So it was with an intelligent willingness that the Association's representatives attended a safety conference called by Director Will J. French of the State Department of Industrial Relations last month and pledged its full co-operation to the State of California in a program to cut industrial casualties in this state. Among other things that this Conference of state, insurance, architectural, engineering, construction and labor authorities did was to provide for the creation of a general committee embracing all factors in building and engineering construction in California to work out a safety program in this industry under the aegis of the State Department of Industrial Relations. The important thing the Conference didn't do was to adopt a tricky resolution offered by Frank MacDonald, President of the State Building Trades Council, through which he hoped to pin badges and strap guns on 200 or more union business agents under the guise of safety inspectors.

When Director French called the Conference he did it with a fine enthusiasm in behalf of mechanics and their dependent families, to cut down the toll of destruction in life, limb and health primarily, and to reduce, also, the costs of insurance and labor turnover to employers. And properly, too, he sought the aid of all factors in the construction industries in building up more adequate state safety supervision through a better financed Department of Industrial Relations. He pointed out that for the four-year period ending with De-

cember, 1927, 626 employes were killed in building and engineering construction in California, 756 men were permanently injured and 72,018 suffered from temporary injuries. "Employers in ten branches of construction alone," he stated, "paid a minimum of \$6,548,232 for compensation insurance for the 24 months of 1924 and '25, not including compensation insurance paid by contractors on engineering work or the self-insurers of large numbers of men."

His recommendations, all of which were carried out, were that state authorities be asked to finance liberally the restoration of the Safety Department of the Industrial Accident Commission; that each large organization interested in building construction delegate a representative to a General Committee, such committee to choose an Executive Committee; that this committee create a foreman's safety school; that architects, builders and owners require all contracts to contain a clause compelling the work to be done in accord with the safety orders of the State Industrial Accident Commission; that management and employes on each job form a safety committee; that a safety inspector be assigned to each construction job either full time or part time according to the size of the job. There were other recommendations also that the Conference adopted.

There wasn't a selfish move or suggestion made, not a crooked nail driven or an aimed hammer dropped until President MacDonald of the building trades unions pulled his "badge and gun" resolution out of his bag of tricks. It read something like this:

Resolved, that a civil service examination be held to provide for the appointment of 200 or more safety inspectors to serve at a salary of one dollar a year.

Of course there was no mention made in the resolution of business agents, unions or badges and guns. This was a most humanitarian proposal; for the sake of their fellow men hazarding their lives in the building industry thousands of busy, competent Californians would neglect



their own jobs and businesses to travel through the state inspecting building jobs for a dollar a year. Mr. MacDonald called attention to the patriotic services of the men who served their country during the war for a dollar a year. He seemed to be nettled by the observation of one astute business man that the services of some of America's biggest men during the war for a dollar a year were their offering to their country in time of war, while in times of peace and in safety inspection "a man who would work for a dollar a year was worth about that much—a dollar."

Not only did this nettle (Mr. MacDonald) but it settled the question. The resolution was referred to the Executive Committee. Of course what Mr. MacDonald had in mind was the fact that no one save union business agents would have the leisure time necessary or the fulminating purpose to afford themselves the cheeky pleasure of swarming over construction jobs and telling owners, builders and contractors "where to get off" for a dollar a year. Therefore, the building trades unions would be able to pin the badge of state authority on their business agents and through the police power of the state invade jobs to club employers and employees into subjection to union demands. Unless employers hired only union men, observed all union regulations and kowtowed to every demand of the business agent inspector, they would be "safetied to death," driven out of business finally by the "State of California." Employees would have to join the union or get off the job, perhaps pay tribute even to the demi-gods of safety.

But Mr. MacDonald's dream of union Utopia crashed.

The Conference was a distinct success and Director French of the Industrial Relations Department deserves congratulations and commendation for his initiative. That it will bear fruitful results, there is no doubt. The Industrial Association is already working on ways and means of lending its support, as is John B. Leonard, Building Inspector for the City and County of San Francisco, who participated.

Tightening Their Lines

The Building Trades Department of the American Federation is gradually consolidating and strengthening its position within the American Federation. About a year ago it succeeded in bringing into the department again the United Brotherhood of Carpenters and Joiners of America, one of the great unions of the United States with an income of approximately \$1,000,000 a year. Recently the building trades department announced that the International Brotherhood of Teamsters, Chauffeurs, Stablemen and Helpers of America has affiliated with it.

Whatever the plans of the Building Trades in the American Federation of Labor are, these additions materially strengthen it. If the building trades and the labor movement are tightening their lines for another closed shop attack, they have succeeded in these two instances of expanding their war chest.

No Parade

San Francisco unions held no Labor Day parade this year. No reason was given for their failure to celebrate Labor's day with the usual public procession.

This is unfortunate. America, recognizing the place of Labor in her industry and economic structure, has set aside a day at a cost of millions of dollars to pay honor to Labor's achievements and Labor should take advantage of it to impress the people with the story of its progress. There is little sense in Labor Day if it is to be used simply as a day of amusement.

San Francisco Union Labor this year confined its Labor Day celebration to a picnic at which, its officials said, 6000 men, women and children attended. Perhaps last year's Labor Day parade discouraged San Francisco union officials. There were only about 5000 participants by actual count, although union propagandists informed the newspapers that 30,000 persons marched or rode.

Let Labor not be discouraged. Let it not be afraid to show its strength on the day that San Francisco industry, along with American industry as a whole, shuts down in its honor.



The AMERICAN PLAN

(Continued from page two)

ber shops and other businesses were and still are held up regularly by the racketeers. Nine dry cleaning racketeers are under trial there for extortion and conspiracy. Frank Martel, President of the Detroit Federation of Labor, whom the Chief of Police denied permission to carry a gun, refused to testify in the trials.

In St. Louis, again, there were 43 bombings in 16 months. One chief of the racketeers has been arrested 109 times without a conviction. Bribe moneys seemed to have paralyzed enforcement officials, while "certain employers and unions seem to have unaccountable relations." In most of the racketeering union agents or former union agents and officers appear and disappear. Internecine warfare between union factions results in murders and kidnappings of racketeering unionists in the mad struggle for the control of graft tribute.

There are 15 different mobs operating in Chicago with districts and business lines parceled out among them. A. V. Lashly, Operations Director of the Illinois Association for Criminal Justice, is authority for the figure of 215 murders in two years without a single conviction, all the result of racketeering wars upon business. Other victims who were not murdered had their hands broken or were shot through the knees. During the first eight months of 1928 there were 97 bombings. Chicago business men are so desperate that they raised \$154,000 in 24 hours simply to pay the expenses of an investigation.

This is not the whole story. But it is enough of it to show what can happen to San Francisco. Once a city gives foothold to the union gangster and the crooked politician, the gunman rules and "Racketeer Government" extorts its millions from industry, commerce, business, big and little.

The time to stop it is before it starts.

Labor Elects

Supervisor William P. Stanton of San Francisco was elected President of the California State Federation of Labor last month, while State Harbor Commissioner Paul Scharrenberg was re-elected Secre-

tary-Treasurer. An aggressive minority in the Federation convention held in Sacramento attempted to force Scharrenberg to resign either his post as State Harbor Commissioner or withdraw from his Federation office. They lost.

It would be interesting to know how many union officers in California are holding town, city, county and state jobs. Organized labor howls constantly about "corporation influence in politics," but assumes the right to force its officers, wherever possible, into public office to carry out Labor's program at the expense of industry and the public.

Unionism's legislative program in the next State Legislature and Congress was forecast by the action of the state convention. It approved:

Repeal of the Sherman Anti-Trust Act insofar as it affects union closed shop monopolies and strikes.

Legislation to rob our courts of injunctive powers in industrial disputes.

Legislation to force the closed shop in state highway construction.

A law to make the "Permit System" a felony under the Cartwright Anti-Trust Act.

Legislation to force workmen to join unions by depriving them of the right of private contract with employers.

There were no resolutions offered in the convention in behalf of co-operation of union labor with industry to reduce costs or prices or to increase efficiency. There never are such resolutions in union conventions.

The San Francisco industrial district is one of the bright spots among Pacific Coast states in employment and production, with indications that there will be even more work during October, according to a report of the United States Department of Labor. The general outlook for California this fall is bright, the report stated. Employment in the Pacific Division as a whole continues to show a noticeable improvement.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

S. S. KAUFFMAN
President H. S. Crocker Co.

Secretary:

J. E. CUSHING
American Hawaiian Steamship Co.

Treasurer:

SAMUEL LILIENTHAL
Secretary Haas Bros.

Managing-Director:

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

GEORGE S. FORDERER, Pres.
Forderer Cornice Works

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

A. F. HOCKENBEAMER, Pres.
Pacific Gas & Electric Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Sec'y.
Haas Bros.

J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

RICHARD S. SHAINWALD, President,
The Paraffine Companies, Inc.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VII

No. 5



NOVEMBER
DECEMBER
1928



Wage Board



Union Dictation
to Bohemian Club



Local Racketeering



Embassy Theatre

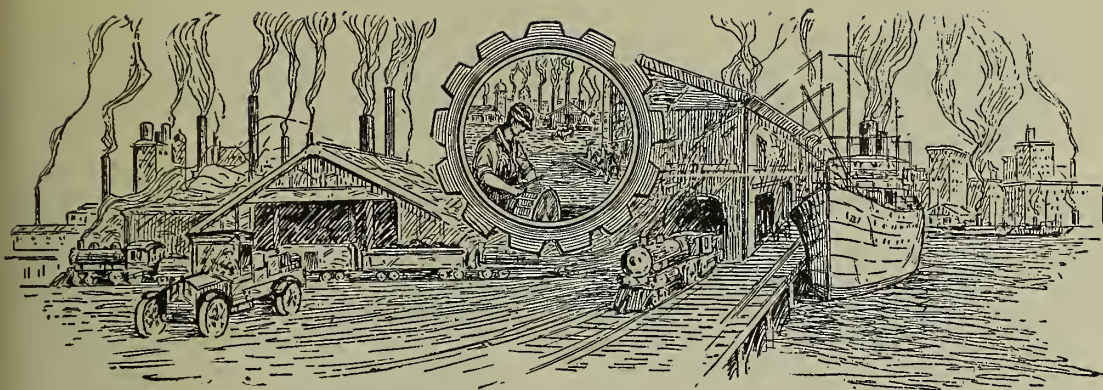
BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO



—>

Th
unco
part
in th
and
wage
sew
Harr
and b
Brun
engin
Th
seeps
people
pledg
carrie
in th
wages
actor
dearc
right
years
com i
are l
prosp
all di
the ad
under
action
res o
used
comm
in th



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco
Published Bi-Monthly
Subscription Price \$25 a year, included in annual dues

Impartial Wage Board

The Industrial Association last month announced the appointment of a new Impartial Wage Board to survey conditions in the building trades in San Francisco and the Bay District and recommend wage scales for 1929. The members of the new Board are Archbishop E. J. Hanna, Harrison S. Robinson, Oakland attorney and business administrator, and Henry J. Brunnier, noted San Francisco structural engineer.

Thus the Industrial Association again keeps faith with labor, employers and the people of San Francisco, fulfilling the pledge it gave back in 1921 to set up Impartial Wage Boards from time to time in the building trades in behalf of fair wages and fair working conditions to all factors concerned. This is the fourth Board to sit during the past eight years, eight of the most peaceful and prosperous years in the history of building construction in the Bay District. These boards have had much to do with this peace and prosperity which were ushered into the building and construction industry with the advent of the American Plan in 1921. Under the aegis of the Industrial Association the recommendations and decisions of each board have become a recognized factor in the economic life of the community.

In his public announcement of the new

Impartial Wage Board, Frederick J. Koster, President of the Industrial Association of San Francisco, said: "Appointment of the fourth Impartial Wage Board in the building trades industry is the Industrial Association's fulfillment of its promise made in 1921 to employees, employers and to the people of the Bay District that we would, from time to time, provide the machinery for an impartial survey of building and wage conditions. The characters and public records of the men who have accepted service on the new Board are sufficient guarantees of a square deal to employees, employers and to all individuals and groups concerned in the maintenance of fair wages and proper working conditions in San Francisco's most important industry."

Archbishop Hanna, social-economist, humanitarian and spiritual leader, has served as chairman on the three previous boards. For a number of years he has also been president of the State Housing and Immigration Commission of which he has been a member since it was established.

Henry J. Brunnier is one of the best known structural engineers of the West and is responsible for the steel design of many of California's largest buildings. He is best known to the general public, perhaps, as President of the California State



The AMERICAN PLAN

Automobile Association and a former president of the San Francisco Rotary Club. A member of the American Society of Civil Engineers with years of priceless experience in the construction industry, he will bring to the Impartial Wage Board an intimate, technical experience and training vitally necessary in the Board's evaluations.

Harrison S. Robinson has a long record of public service in Alameda County and is known throughout California for his abilities in law and business administration. He has been, and is, a director in many important industrial and mercantile enterprises, which experience has given him sympathetic understanding of the problems involved in the work of the Wage Board. Among other offices of public trust which he has held, he was for four years President of the Civil Service Board of Alameda County; former Chairman of the County Institutions Commission of Alameda County, of which he is still a member; former head of the Public Health Center of Oakland and at present is Chairman of Major Highway and Traffic Committee of One Hundred of Oakland.

Such are the men who make up the new Impartial Wage Board, men who enjoy the confidence and esteem of all elements in the building construction industry and of the general public of the Bay District and of the State of California. They are giving their services to the new Wage Board because they believe that nothing is more important than stable, fair conditions and wages in the building industry. They are all familiar with the chaos and conflict under the old regime when power-drunk union czars drove investors and builders to desperation with strikes and production restrictions that cost San Francisco millions in building costs and forced industry and investment elsewhere.

The Impartial Wage Board of San Francisco has evolved out of those conditions which forced the courage and intelligence of San Francisco to evolve something better in industrial relations than the dog-eat-dog method where workmen and employers were forced to "bar-

gain" with each other with clubs. The Board is an institution peculiar to San Francisco. It is more than a device; it is a method, a regime of peace and fairness. Some day some better way may be found to deal with industrial relations in the building industry, to protect the worker, the employer and the public, but the Impartial Wage Board is the highest development reached so far.

The new Wage Board will probably get its preliminary organization under way immediately and begin its investigations and public hearings forthwith. Invitations to appear before the Board with data and argument will be extended to all organized and unorganized employers and employees in the building industry of the Bay District. It is difficult to predict when the Board will reach its decisions. Whatever its recommendations are, they will not go into effect until 90 days after they are handed down. As usual the Industrial Association pledges itself to press their adoption and enforcement, whatever they may be.

The last Wage Board to sit was in 1926. It raised wages in 43 of the 57 crafts employed in the building industries. Last year San Francisco and East Bay contractors reaffirmed for 1928 the wage scales then set.

NEW YORK BUILDING TRADES

After ten years of chaos following the exposure of graft in the New York Building Trades Council under Robert P. Brindell, the New York Building Trades have combined into a new Building Trades Council recently chartered by the American Federation of Labor. After the Brindell graft convictions the American Federation of Labor set up a new council, but many of the unions, disgusted with the false leadership of the old council, refused to recognize or join, and for the last ten years two councils have been in existence.

Perhaps the new council is a good thing for union-ridden New York, provided, of course, that its officers will not use it as Brindell did to plunder union men and New York industry.



Bohemian Club Music

The Bohemian Club, world-famous patron of the arts, is the latest victim of the union musical czars to challenge the right of the Musicians' Union to set up a dictatorship in music in San Francisco. In a statement to its membership, the Board of Directors of the Club charges the Musicians' Union with "maintaining a grossly discriminating attitude" toward the Club and publishes a long list of not only grossly discriminating acts by the union but downright insulting ultimatums regulating the conduct of artists who are members of both the Bohemian Club and the Union.

For many years the music for the famous Bohemian Grove plays was played by union musicians at union wages. In 1926 the Board of Directors of the Club, having decided that its own orchestra was capable of serving the music for future grove plays, notified the Musicians' Union, as a matter of courtesy, that the following year the Club's orchestra would be used in order to make the play the product solely of Club talent. The officials of the Musicians' Union met this courtesy with an order prohibiting some fifteen of its members who were also Bohemians from playing in the Club orchestra. Some of the union musicians immediately resigned from the Club; a larger number resigned from the Union.

This Union ukase was followed by another order to Union members of the Club that they would not be permitted to participate musically in any way in the Bohemian Grove during the 1927 encampment. This order reached out to stop a number of well-known musicians, not members of the Club orchestra, from even entertaining their friends with informal solos in their private quarters in the Bohemian Grove and was later extended to cover the conduct of Union members of the Club in the San Francisco Club quarters. In other words, if you were a Union musician and a member of the Bohemian Club, you could not sit down at one of the Club pianos all by your lonesome and shake off the dust of the day with an arpeggio without violating the rule of your Union.

The music of the 1927 Bohemian Grove Play was composed and conducted by a Bohemian who had previously resigned from the Union. Subsequently, when he applied for re-admission to the Union, he was accepted, but he paid the penalty. He was denied the right to accept a good position with a radio broadcasting company for a period of six months. Another member of the Club was notified by the boss of the Musicians' Union that if he conducted the Bohemian Club orchestra, he would not be allowed to conduct the San Francisco Children's Symphony concerts. And he was not even a member of the Union.

In reviewing its relations with the Musicians' Union the Board of Directors of the Club made it known that the Union went so far as to forbid any Union member to copy, score or orchestrate any music for the 1928 Grove Play; that an Eastern organist visiting the Grove was notified that if he played the organ there his "right to play with an Eastern symphony orchestra would probably be affected." He was not a member of the San Francisco Musicians' Union. In 1928, as in 1927, Union musicians belonging to the Club were forbidden to lend their services to the Club's musical programs.

The Bohemian Club sought to put an end to the ridiculous situation precipitated by the droll musical economics of the business agents of the Musicians' Union. A meeting was held in which the Union suggested a compromise. Several days later the Bohemian Club notified the Union that it was willing to seek harmony on the basis of the Union's offer.

Then the usual hierarchic union strategy was loosed. The economic artists of the Musicians' Union blandly informed the Club representatives that adjustment on the basis of the Union offer was impossible. "The present situation can be cured," they dictated, "only by a return of the former practice of engaging a 100 per cent Union orchestra for the Grove Plays." Of course what they really meant was "you can do anything you want to do as long as you pay us; art is all right but we are after the dough." San Francisco



The AMERICAN PLAN

should remember that when officers of the Musicians' Union prate about their love of their art and how the union tries to protect the public against "inferior" music or "canned" music which, incidentally, is played by some of the best musicians in America.

"Grossly discriminating attitude," concludes the Bohemian Club directorate. "Grossly insulting" is the right phrase. The business agents and officers of the Musicians' Union boldly invade the private precincts of a great social organization which has spent hundreds of thousands of dollars in the cultivation of the arts and attempts to regulate the conduct of the Club's musician members.

The persecution of the Bohemian Club by the officers of the Musicians' Union in San Francisco epitomizes that thing against which the Industrial Association is striving in the industrial life of this community. Labor unions properly conducted can be made to be excellent vehicles for the welfare of working men and women. They have done a great deal of good in ameliorating unfortunate conditions imposed in the past by unfair and unjust employers. However, as the powers of the Unions have grown, many of them are forcing the pendulum to swing too far and are resorting to the same practices of those early employers in our industrial history which resulted in the formation of the Unions.

It is no doubt a fact that the memberships of the Unions have little to do with the unjust rules and regulations promulgated by Union officers. The controversy lies not against the individual Union man or the Union as an organization, but against those who use the Union to impose rules and regulations upon industry which violate the fundamental principles of the Constitution of the United States and deprive an American citizen of his right to work where, when and as he pleases. Some Union officials of this country are constantly guilty of edicts through which they assume a power in our everyday life, the right of which even the Federal government of this country does not possess. The fight against this sort of

unionism is a fight which concerns every American citizen whether the Unions touch him personally or not. If we are going to have the right in this country to life, liberty and the pursuit of happiness, all fair-minded American citizens must be willing to oppose those things which tend to limit those rights, among which are the present rules and regulations of not only the Musicians' Union of San Francisco, but of many other Unions here and throughout the United States.

The incident between the Musicians' Union and the Bohemian Club has produced an awkward situation, but the Bohemian Club has done a service to the people of San Francisco in exposing it. Only through such exposures can the public of this community be warned of the menace of this brand of professional unionism.

No Fees Charged

The Employment Department of the Industrial Association found jobs for 8,379 workmen from January 1 to November 30, 1928, without fee or cost to employes or employers. Since 1921, the Association has placed 63,870 men.

During October and November of this year 2,009 mechanics were put to work through the Employment Department. Based upon building permits issued, the ratio of placements per unit of permit value increased 37% in the building crafts from January 1 to November 30.

The Industrial Association is charged with many activities and responsibilities in the industrial life of San Francisco. Hardly anything is more important than the task it has assumed to keep men at work, union and non-union men alike.

When you need a man, skilled or unskilled, call the Association without charge to yourself or the workman.



Racketeers—National and Local

Organized Labor is feeling the burning scorn of public opinion for the murderous activities of labor racketeers in America's commercial and industrial centers. It has begun a futile campaign to suppress news agencies and newspapers using the phrase "labor racketeers" in accounts of murders, shootings and bombings perpetrated by rival union gangs in their efforts to control and plunder certain lines of business and industry.

Coincident with announcement of this campaign of suppression, union racketeers of Chicago contributed another murder to their long list of bloody crimes, most of which have gone unpunished. John G. Clay, boss of the Laundry and Dyehouse Chauffeurs' Union, was shot to death under a rain of machine gun fire by rival gangsters fighting for control of the cleaning and dyeing business. Clay, according to police investigation, held the key position in the Chicago cleaning and dyeing racket. As boss of the drivers' union he was almost a dictator in control of the distribution of business from small tailoring shops to the cleaning establishments. His organization was the link between the Retail Cleaners and Dyers Union and the Chicago Master Cleaners and Dyers' Association. His murder is attributed by the police either to the killing of Big Tim Murphy, union boss and racketeer, last summer when Murphy attempted to seize control of Clay's union, or to the bitter gangster feud between Scarface Al Capone and George (Bugs) Moran, heads of rival factions striving for control of the city's cleaning business.

Maybe the labor movement as a whole in these United States is not responsible for the orgy of racketeering crime visited upon Chicago and other American cities, but it is responsible for permitting the criminals guilty of it to remain within the ranks of unionism and to hold official union jobs and titles. These leaders are not trying to promote the welfare of the working man. They are using their unions to plunder and pillage legitimate business of millions of dollars annually, scattering death and destruction where their mandates are not obeyed.

Out of Kenosha, Wisconsin, comes the story of another form of labor racketeering. For several months union hosiery workers have been on strike against the Allen A mills. During the few months of the controversy, 21 bombs have been thrown in an attempt to force the mill owners to meet the demands of the union strikers. The last bomb flung destroyed the home of Roger Kimball, Vice-President and General Manager of the company. Previously the strike racketeers bombed the warehouse and powder plant of the mills, causing \$20,000 damage.

Here in San Francisco we are more familiar with this brand of racketeering. The molders' union gave a four-year exhibition of murder, maiming and shooting to compel San Francisco foundrymen to run their shops as the union leaders wanted them run. The carpenters, too, staged a ten months' crime orgy which the city will not forget for years to come.

So far the Chicago, Detroit and Kansas City brand of labor racketeering has not set its dictatorship of machine guns and bombs up in our midst, but only vigilance will keep it out. It was attempted about a year ago in San Francisco in the cleaning and dyeing industry, but was scotched before it got under way.

Again—the Molders' Union

Molder racketeers have started slugging American Plan mechanics again in San Francisco. This time they are using gas pipes instead of sawed off shot guns. Within 90 days five free workmen have been clubbed to the ground by the racketeers in their attempt to drive American Plan molders from their jobs and from the Bay district.

The first assault since Frank Brown, Business Agent of the Molders' Union, Robert Burton, District Organizer, and other union agents were indicted and arrested for murder in 1927, was made on August 24 against C. J. Dunleavy, an em-



The AMERICAN PLAN

ployee of the Enterprise Foundry. Two of the racketeers struck him down from behind in a daylight attack as he was on his way home from work, on Beale Street between Folsom and Howard Streets. Then they crushed his face in with a rock, leaving him bleeding and helpless in the gutter as they escaped in their automobile.

Dunleavy in a statement made after the attack said that a month previous to the assault, Frank Brown and William Allen, another union officer, called on him and attempted to persuade him to join the union. A week later they called again at his home at night, offering him \$150 if he would quit his job. They expressed the determination, Dunleavy said, to force all American Plan molders to leave the Enterprise Foundry.

The second victim of the racketeers was Frank Gianronde, an American Plan core-maker employed at M. Greenberg's Sons was struck down with a piece of gas pipe as he was on his way home from work on the Saturday afternoon of October 27. The motorman of the street car on which Gianronde was attacked gave chase. Another citizen who witnessed the vicious attack from the sidewalk joined in the hunt but was forced to quit when the thug jerked a revolver from his pocket and threatened to shoot him. Gianronde told investigating officers after the assault that about a year ago Frank Brown and another officer of the Molders' Union called on him and offered to pay his fare to Chicago if he would quit his job at M. Greenberg's.

The racketeers' next job was an attack upon John W. Meinzer, an American Plan Molder employed at the South San Francisco plant of the Enterprise Foundry. Just as he reached his front door from work on the evening of November 5, he was met with a shower of rocks from an assailant who stepped from behind a parked automobile and who had apparently been waiting there for some time to make the attack. Meinzer started after the attacker, who pulled a revolver and fired twice at his victim to cover his escape. Meinzer stated that about four weeks prior to the assault he was accosted by an organizer from the Molders' Union with the offer of a steady job if he would join the union.

Four days later, on November 9, 1928, Edward Killoren, an American Plan molder employed by the Bethlehem Shipbuilding Corporation, was mercilessly beaten into unconsciousness by a gas pipe thug at the corner of Sixteenth and Howard Streets, a block from the Labor Temple, as he was on his way home from work. At first it was thought that Killoren's skull was fractured. There were no arrests, although the Industrial Association and the Bethlehem Corporation offered rewards totalling \$1500 for information leading to the arrest and conviction of Killoren's assailant.

The fifth attack was made upon Charles Lindberg on the morning of November 21st as he left his home on the east side of the Bay for his work in the Standard Brass Casting Company in Oakland. He was struck with a pipe or club on the side of the head and shoulder by a man who was passing him and who leaped into a waiting automobile. He was not severely injured.

The last attack of the month of November was made upon Philip Adams, an employee of the Fremont Street branch of the Enterprise Foundry. As Adams was on his way to work in the morning two thugs lying in wait for him slugged him with a gas pipe, administering scalp wounds for which he was treated at the Harbor Emergency Hospital. The thugs escaped as Adams reeled in a dazed condition at the corner of Mission and Fremont Streets where the attack occurred.

This is the third attack upon Adams, who is an American Plan molder, forty-seven years old, living at 928 San Pablo Avenue, Albany. The most serious attack on him was made May 11, 1926, when the molders' murder car shot him down at the corner of Seventeenth and Seventh Streets, an attack which put him in the hospital for some time.

It seems impossible to believe that the Molders' Union is starting its crime drive again in San Francisco upon the right of a man to work without joining the union.

(Continued on Page Eleven)



"1090 Chestnut Street," built under the American Plan by the
Marine View Apartments, Inc.



Attempted Union Dictation

Timid, gentle, the mouse is usually content to take his nibblings to sustain life in the dark, generally careful not to nip the patience of his benefactor. But sometimes it grows brash or blind and scampers or wanders into the light to the indignant horror of the hostess and the guests assembled to prove that mice do not exist.

Last month the mouse of San Francisco municipal ownership, fattened by years of secret nibbling into truculence, bared teeth and claws to the tax-paying public in a row which broke out between Edward D. Vandeleur, President of the Carmen's Union, and Fred Boeken, Superintendent of the Municipal Railway over control of the operation of the city's car lines. It looked for a day or two as if the people of San Francisco were to be taught the inside story of municipal ownership, the reason why labor union officials are always for it, but such was not to be. The row between Vandeleur and Boeken was hushed and the mouse of union control of municipally owned utilities was screened again from the public eye.

It seems that President Vandeleur of the Carmen's Union, who has been on leave of absence as a municipal motorman for two years in order to devote his full time to the interests of the union, was also manager of a nebulous organization known as the San Francisco Transportation League in the recent city elections. President of the League was Hugo Ernst, a union waiter of left tendencies who has forced himself upon the labor movement in San Francisco. The object of the League was to defeat an amendment extending franchises of the privately owned Market Street car lines. Apparently the success of the political campaign nominally headed by the "Transportation League" fattened the mouse of union control of our municipally owned tramways until no longer could it withstand the temptation to hop out into the open and reveal its savage purposes.

Vandeleur apparently swaggered into Superintendent Boeken's office and

started to "lay down the law" on the operation of San Francisco's municipal lines. In the vernacular, Boeken "kicked him out" of his office. At least press reports quoted the head of the Carmen's Union as charging that he was ordered out of the Superintendent's office after Boeken accused him of "too much political activity." The San Francisco Chronicle, reporting the expose, said:

"Just to what extent the row is due to the Transportation League's plans or its participation in the problem of the extension of the Market Street Railway franchises, neither would say. It is believed, however, in view of Vandeleur's past opposition to certain plans of municipal railway sponsors, the real cause of the friction is a difference of opinion as to policy and future management."

No doubt the Chronicle is quite right. The cause of the row was the attempt of the Carmen's Union to dictate the policy and management of a utility which has cost the people of San Francisco millions of dollars and which is losing money. The San Francisco Transportation League is only the Carmen's Union dressed up in top hat and swallowtail to fool the theorists who think that the function of government is to run street cars.

In its attempts to boss San Francisco's municipal lines, the Carmen's Union, through the "San Francisco Transportation League," chatters the slogan, "Save the Five Cent Fare," a penny appeal to the voter uninitiate in the rule of professional labor politicians, "hog all—boss all." The real purpose is to make municipal ownership the political and financial tool of unionism. Long before they thought of the "San Francisco Transportation League," the professional union officials were interfering with and insinuating themselves into the management of the municipal lines as they always do in any governmentally owned project with threats of their political power. Said Superintendent Boeken before the row was shushed:

(Continued on Page Eleven)



Embassy Theater Not Bluffed

Last September the powers behind the throne in the Musicians' Union told the management of the Embassy Theater, a "talking picture" house, that it must hire ten union musicians at a cost of \$30,000 a year or get out of business. When W. B. Wagnon, Manager of the theater, protested that he couldn't use musicians because all of his music was synchronized mechanically with the pictures, he was advised by union officials that if he didn't, the motion picture operators would be called out on strike.

Well, the operators were called out, much against their will, by virtue, if that is the right word, of a contract between their national union and the American Federation of Musicians. So were other union employes of the Embassy whose organizations were parties to the union theatrical cabal which through interlocking agreements of the various theatrical unions, virtually controls the amusement industry of America. But, let it be said to the everlasting credit of the Embassy Theater management, it didn't flinch. As the business agents of the Musicians' Union would say, it "took the tumble."

Today the Embassy is still running and has been running to crowded houses since the strike was called despite all efforts, naive and malicious, of the Musicians' Union to harass it and turn the lights out. San Francisco admired the courage of Manager Wagnon and his staff, who bet an investment of more than \$100,000 against official union racketeers in an un-American hold-up game, despised the threats and veiled warnings of fire, explosion, catastrophe broadcast in flysheets by Musicians' Union No. 6. San Francisco is a hard town to frighten.

The Embassy Theater is perhaps one of the safest show houses in San Francisco, recently remodeled at heavy cost to play nothing but Vitaphone talking pictures. Yet the "Musical and Theatrical News," official flysheet of the Musicians' Union, solemnly threatened or warned:

"Can you afford to trust your fam-

ily, and the safety of your family, in a theater which has the slightest fire hazard? * * * * You, the public, cannot afford to take any risks for the safety of your family in a theater that is not 100% safe in operation. * * * An explosion in the boiler room would certainly not be a safe thing for any theater to risk."

And so on, ad nauseam. All of it based on the naive theory that the only way to protect a theater against fire and explosion hazard is to employ all union men. There were no charges, of course, that any actual fire hazard existed, nothing but fumbling innuendo. Cheap scandal whispering all mixed up, incidentally, with drool about the necessity of maintaining the closed shop in music to guarantee the cultural progress of America.

Well, San Francisco laughed, failed to be frightened, pitied that kind of unionism, patronized the Embassy. Then the strikers, following the practice of the Waiters' Union and other less cultural crafts, started to throw "stink bombs," almost as odoriferous as the previous propaganda. That didn't work, owing to the ingenuity of Manager Wagnon. Thereupon those interested in the persecution of the Embassy turned to good, old-fashioned union violence.

The strike was hardly four days old when the people of San Francisco were treated again with one of the usual cowardly brutal spectacles so common during the carpenters' and molders' strikes. Three men, undoubtedly union gangsters, set upon Rollin Gilbert, a non-union motion picture operator, employed at the Embassy in the heart of the down-town district, as he was on his way home from work, threw him into a taxicab and left him bleeding, beaten, and helpless in the Southern Pacific Railroad yards. He was in a hospital for nearly a week recovering from his injuries.

Gilbert's assailants were armed and the police believe that the taxicab driver who participated was one of the union gangsters, although one of the assailants made



The AMERICAN PLAN

the gesture of using his gun to force the cab driver to do his bidding. No taxicab company made any report of the incident.

During the ride from the down town district, where the thugs seized him, to the deserted railroad yards, Gilbert's captors robbed him of his watch and \$14. After ordering him from the taxicab with a gun thrust in his back, the gangsters knocked him to the ground and then kicked him almost into unconsciousness. The police believe that the robbery of Gilbert was a profitable ruse to conceal the fact that Gilbert was attacked because of his employment at the Embassy Theatre.

Gilbert and Viraldo, a fellow motion picture operator who was with him at the time of the attack, but who escaped in the scrimmage, are members of the United Projectionists, an organization of motion picture machine operators not affiliated with the American Federation of Labor. Immediately after the attack the Musicians' Union made a smart gesture. They offered a reward of \$100 for information leading to the arrest and conviction of Gilbert's assailants, and this amount was increased by the Theatrical Federation to \$500. That drew an amused smile from the San Francisco public, acquainted only too well with union tactics since the carpenters staged their orgy of crime in 1926, not to mention nearly five years of molder strike shootings and killings. The police blotters were too full of the names of union, racketeering gangsters in past strikes, the county jail and San Quentin prison records too cluttered with them.

The San Francisco News, spokesman for Organized Labor, did not "weasel." In a fearless editorial which met with popular approval throughout the city, it said:

"Union musicians and movie operators do well to disclaim responsibility for acts of violence in connection with the Embassy Theater strike, and to offer rewards for arrest of guilty persons.

"For this is one strike in which public opinion already is definitely

against the unions. There is no popular appeal in the argument that a theater owner whose patrons come to hear mechanical music should be compelled to employ an orchestra, although he doesn't want an orchestra, doesn't need one and has no place on his program for one.

"It is entirely possible that the unions did not have anything to do with the kidnapping and beating of a non-union movie operator. We hope sincerely that they didn't. We hope that because of our long and well-known friendship for organized labor. We want to see labor avoid foolish and costly mistakes.

"It is as a sincere friend of labor that we express the opinion that the calling of the Embassy strike was such a mistake. It has put labor in a position that, to the average, unprejudiced observer, must seem autocratic and unreasonable. It has, we are convinced, cost the unions dearly in forfeited public sympathy.

"It would be a more serious mistake to attempt to win an unreasonable strike by violent methods. It will pay the unions concerned to lean backward in their determination to avoid the appearance of evil. They can much better afford to lose this strike than to lose permanently the friendship of that great body of people who are interested in fair play.

"There is, of course, the chance that this incident was 'arranged' by those who want to put labor in a bad light. Both sides to this controversy are warned that the public wants no more of such methods."

There is no need to comment on the last paragraph of that otherwise stalwart editorial. Such protective paragraph is necessary in such editorials.

And now the story is nearly done. The last fling the Musicians' Union took at the Embassy was the arrest of Manager Wagon when he put on a midnight opening of Al Jolson in "The Singing Fool." It

(Continued on Page Twelve)



SUPT. BOEKEN SAID:

(Continued from Page Eight)

"I don't want to get into a controversy with the head of the Carmen's Union. But I do say this: Mr. Vandeleur has taken upon himself too much authority. He has meddled in matters of administration which have been no business of his; he has promised employees immunity before I have had a chance to hear their cases on report from inspectors and he has played politics in a fashion that I did not approve."

Let us hope that the mouse of municipal ownership was out in the open long enough for quicker-eyed San Franciscans to see it in its sleek, nourished bravado and truculent unionism. Warned that the mouse is still nibbling, let the quicker-eyed set the trap to catch it, that the slower-eyed voters may have a chance to inspect it and be convinced that it is real.

Mr. Vandeleur was recently re-elected to the presidency of the Carmen's Union.

MOLDER ASSAULTS

(Continued from Page Six)

Four years of shooting, killing and maiming by a murder squad accomplished only the arrest of Brown, Burton and other agents of the Molders' Union and left the American Plan foundries in the Bay District more firmly entrenched than ever in their refusal to surrender their plants to union control. That ought to be proof enough that San Francisco foundrymen cannot be driven into submission to the will of union leaders by guns and clubs.

The Molders' Union started their battle in 1922. It continued up to the arrest of Brown and Burton in 1927 with a toll of two murders, three crippled for life and nearly twoscore other workmen wounded by gunfire or slugged and beaten. The crime campaign was carried on at a terrific cost to the union. The only result was defamation of the whole labor movement in San Francisco and California.

When will local and international officers of the Molders' Union realize that the day of the closed shop monopoly in San Francisco is gone?

The Pocket-Vote Myth

This is worth thinking about in San Francisco and California.

Once upon a time Wm. G. Lee, when he was president of the Brotherhood of Railway Trainmen, was credited with the frank, astute observation that "labor leaders who attempt to make congressmen and others believe that they carry the votes of their memberships in their pockets, are only kidding themselves and their candidates." The accuracy of Lee's statement was attested last month in Cleveland, Ohio, when professional union politicians bit the dust in campaigns against County Prosecutor Ray Miller and Chief Justice Powell of the Ohio court.

It seems that Prosecutor Miller is one of those sandy Americans who lives up to his birthright and oath of office and dared to prosecute union racketeers. The labor politicians went after him as they do good men here in San Francisco, California, and everywhere, with an opposition candidate willing to take program, a "Friend of Labor." Miller was elected by a majority of 11,000 votes, although they maliciously charged him with having been endorsed by the American Plan Association of Cleveland. They called upon him to repudiate this endorsement. He refused, manfully, and was re-elected.

Chief Justice Powell defeated the candidate of the union politicians by a majority of 60,000, proving, no doubt, that many honest union men of the ranks refused to sell out their citizenship to their professional leaders. Moreover, according to Wm. Frew Long, General Manager of the American Plan Association of Cleveland, "every one of the candidates for the Ohio legislature supported by the labor politicians was defeated."

Let us not be afraid of papier-mache clubs.



The AMERICAN PLAN

Financing Education —and Strikes

Confused thinking has always been costly to humankind, to human kin, particularly in our industrial-economic procedure since we shouldered the burden of the industrial era or period. A most pathetic instance was recently broadcast in the press of America quoting President John L. Lewis of the United Mine Workers who proposed the creation of a \$20,000,000 strike fund by the American Federation of Labor.

It seems that Yale University recently raised \$20,000,000 for educational purposes. Therefore, John Lewis offered a resolution or suggestion to American labor that it raise an equal fund to cover the costs of extended strikes. One might build a syllogism if the converse were true, had the American Federation of Labor raised a \$20,000,000 strike fund and had President Hadley of Yale suggested a like amount for educational purposes.

If John Lewis is myopic, no one can blame him. His interests lie in an industry that is underground in more ways than one. But had he been able to look into industrialism from the mouth of the shaft where the light is ambient and to propose a \$20,000,000 fund to prevent strikes, he would have done his bit not only for Labor but for the world.

Perhaps nothing has cost and taxed labor so heavily as strikes, not \$20,000,000 but hundreds of millions. Anything that taxes production taxes labor, and labor has paid a staggering cost for its strikes. Perhaps, in the past some of them have been necessary, but today we need endowments to protect labor against them.

Let the American Federation of Labor begin a campaign to raise \$100,000,000 to solve the problem of our industrial relations by applied intelligence. There is no doubt that the biggest industries of this country would contribute to it.

EMBASSY

(Continued from Page Ten)

seems that back in the dark ages a forgotten Board of Supervisors passed an ordinance prohibiting theatrical performances after midnight. So, at union insistence, Mr. Wagon was arrested. The stupidity of it must have been recognized by those who are intelligent in the Musicians' Union because the case was not followed through.

Since then nothing has happened. The moral of the story is that in some things there are no morals.

American-Plan Open-Shop Conference

The Thirteenth Semi-annual Meeting of the American Plan Open Shop Conference was held in Fort Wayne, Indiana, on November 15-16-17. Year by year these meetings are growing in importance and size. This year's meeting in Fort Wayne showed the greatest diversity of organizations represented in the history of the organization, according to A. C. Rees of Salt Lake City, who was re-elected chairman unanimously.

Among some of the larger organizations and industries represented in the Fort Wayne Conference were The National Association of Manufacturers, by James A. Emery, General Counsel; The League for Industrial Rights, by T. Yoeman Williams, Secretary and Counsel; the National Metal Trades Association, National Founders Association, the Allen A Company, Adler Brothers. The Industrial Association of San Francisco was represented by Paul Eliel, who, in addition to his address to the Conference, also made talks in Detroit and other eastern cities.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

S. S. KAUFFMAN
President H. S. Crocker Co.

Secretary:

J. E. CUSHING
American Hawaiian Steamship Co.

Treasurer:

SAMUEL LILIENTHAL
Secretary Haas Bros.

Managing-Director:

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

GEORGE S. FORDERER, Pres.
Forderer Cornice Works

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

A. F. HOCKENBEAMER, Pres.
Pacific Gas & Electric Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Sec'y.
Haas Bros.

J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

RICHARD S. SHAINWALD, President,
The Paraffine Companies, Inc.

THE
AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VIII

No. 1



JANUARY
—
FEBRUARY
1929



Wage Board
Award

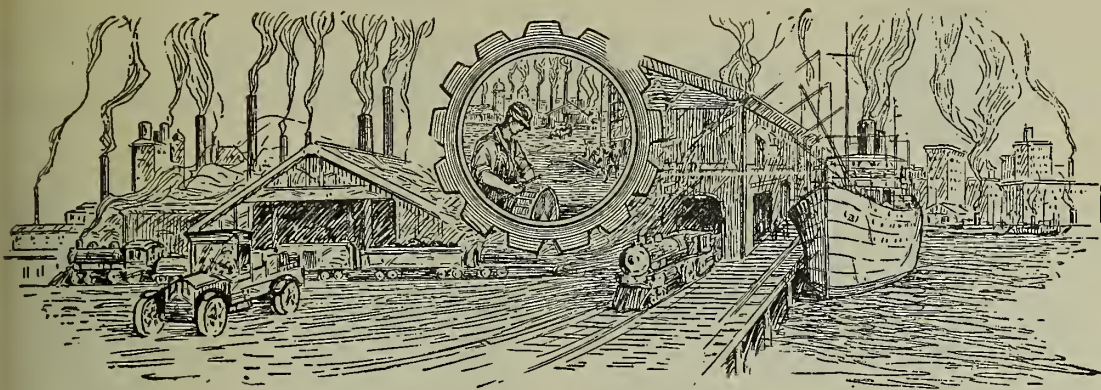
Union Politics

Gangster
Racketeering

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

the
and
dus
in
of
mit
cab
and
from
wor
glan
srs,
wor
nee
lar
T
was
inc
the
whi
cris
cha
scal
and
go
Fra
the
Coo
me
U
2.
...



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco

Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

Impartial Wage Board Award

The Fourth Impartial Wage Board for the Building Trades of San Francisco and the Bay District greeted the new industrial year with awards raising wages in twelve building crafts and decreases of 50 cents a day for millmen, planing mill department; millmen, sash and door; cabinet workers (shop) and varnishers and polishers (shop). The increases of from 25 cents to \$1 a day went to asbestos workers, portable and hoisting engineers, glass workers, marble setters, model makers, model casters, mosaic and terrazzo workers and helpers, pile-driving engineers, plumbers, steamfitters and sprinkler fitters.

The classification of common laborers was eliminated, thus giving this group an increase of 50 cents per day and bringing them up to the prevailing scale of \$5.50 which skilled building laborers were receiving under the old scale. Save for these changes, the Board did not change the scale fixed in the 1926 decision. The wage and working schedule handed down will go into effect on April 1, 1929, in San Francisco and Alameda Counties and they are recommended for Contra Costa County. The San Francisco scale has, by custom, obtained in Marin County.

Under the chairmanship of Archbishop E. J. Hanna and with Harrison S. Robinson, Oakland attorney and business ad-

ministrator, and H. J. Brunner, structural engineer, constituting its membership, the Board held sessions for two weeks in San Francisco and Oakland listening to and examining representatives of employers, employees, individuals interested in the building industry, and others, on wages, working and competitive conditions in Bay district construction work. With the assistance of an economic expert, the Board amassed other evidence from surveys of the construction industry in all American cities comparable to San Francisco and, after two weeks consideration of the testimony and evidence employed, handed down its award on December 29. It was made effective as of April 1, 1929, in order to afford contractors the necessary period in which to complete existing contracts and make the necessary adjustments on new work.

Incorporated in the decision of the Board were technical changes eliminating from the building trades crafts such obsolete classifications as stationary engineers, traveling crane engineers and engineers on derricks. A new classification corresponding to recognized practice was added in the case of engineers, portable and hoisting. Other new classifications were added, such as lathers, channel iron; lathers, all other; and roofers, all other.



The AMERICAN PLAN

Much testimony was presented from employers and employees in certain crafts, as to the desirability, in the opinion of these witnesses of a five-day week. There was also evidence from other crafts directly opposed to its establishment. Other testimony indicated that a five-day week in some crafts and not in others in the building trades might tend to disrupt seriously the continuity of building operations. Because of the wide diversity of opinion on the subject of the five-day week, the Board made no recommendations in the matter.

In its decision, the Board emphasized and stressed the fact that the scale set by it must be considered as a minimum. On this point the Board said: "The Board wishes to make clear that this scale must be considered as a minimum and that employees with superior skill and craft knowledge may be paid in excess of the amount set forth herein. In the case of steady employment where the compensation is fixed by the month in connection with work done on or within completed buildings, it is not intended that this scale shall apply. It has always been customary for men who are unable by reason of advanced age or physical incapacity to earn the full amount paid in their craft to have special adjustments made in such cases, and this practice is approved by the Board."

Some employers engaged primarily in competitive manufacturing operations urged the Board to exclude entirely from the scale any mention of the crafts employed by them in their industry. At this point the Board said: "While, from the standpoint of strict logic, there is much to be said in favor of this question, the Board has taken the position that the inclusion of these men for more than two decades in the recognized building trades crafts, and the reliance of the men employed in these establishments upon the protection afforded by a scale, outweigh all other considerations, and they have therefore been retained in the award of the Board." This applied to cabinet workers (shop), housesmiths, architectural iron, millmen (planing mill department), millmen (sash and door department), and varnishers and polishers (shop).

The prestige which the Impartial Wage Board has won for itself in San Francisco and the Bay district during the past seven years was evidenced by the appearance before the Board of organized employees having nothing to do with building or construction operations. These employees offered testimony in which they besought the Board to extend its jurisdiction beyond the building trades. While sympathetic to the problems raised by the testimony of these men and impressed by the contrast of the confusion in their industries to the ordered and regulated conditions in the building trades, the Board replied that it could not extend its jurisdiction beyond the construction industry. Perhaps no better tribute could have been paid to the Board than the plea of these employers that the Impartial Wage Board consider their problems too.

It was generally conceded by all those in touch with the hearings and deliberations of the Board that this Fourth Impartial Wage tribunal was one of the best, if not the best, of the Boards which have contributed so much to the stability of wages and working conditions in the building trades of the Bay district during the past seven years. Although there was the usual recalcitrant opposition by some labor leaders to the jurisdiction of the Board, it was less blatant than in previous years. The Bay Counties District Council of Carpenters was guilty of a transparent sophistry in a written attempt to distort the terms of the settlement of the carpenters' strike of 1926 into a challenge to the Board's right to sit as a wage-determining body. This the Board filed without comment, the fate it deserved.

There was a smack of the old democracy of the New England villages of colonial times in the sittings of the Impartial Wage Board last December. Every man had his day in the general assemblies before the Board, which were held, fittingly, in the city halls of Oakland and San Francisco. The hearings were crowded at all sessions, demonstration enough of public recognition of the jurisdiction and the authority of the Board in the building construction of the Bay district. The rank and file of the working men of San Fran-

The AMERICAN PLAN



cisco and the Bay Counties and a majority of the contractors and business men interested in the building industry now look to the Impartial Wage Board with confidence in its impartiality and faith in its ability to determine the standard of building wages and conditions of labor which ought to obtain in view of current economic conditions in this community. The history of past wage boards, all of which have been chaired by Archbishop Hanna, has brought that about.

The people of the Bay District as a whole, also, have come to look upon the Impartial Wage Board as a public institution which has aided materially in compelling fair play in our biggest industry. In a way, the Impartial Wage Board is a family tribunal which the family of San Francisco itself has set up to settle its industrial difficulties. It is something peculiar to the San Francisco Bay District, the only body of its kind in America. There are even publicly elected official bodies in the Bay District and in the State of California which do not enjoy the prestige and the confidence accorded by the public to the Impartial Wage Board. Those who would besmudge it by sophistry and even downright falsehood, be they professional union officials or representatives of employers, might well look to their acts and words if they value their own reputations and the mind of public opinion.

It goes without saying that the Industrial Association of San Francisco, its officers, directors and membership, is proud of the part that it has played in establishing the Impartial Wage Board system as a fundamental and basic feature of industrial relations in our construction industry. When the industrial relations revolution took place in San Francisco in 1921, when the labor dictatorship of industry and business in this city was overthrown and the American Plan introduced, the Industrial Association promised the people of San Francisco that from time to time it would provide the machinery for an impartial survey of wages and working conditions in the building industry in order that both employees and employers should have a square deal, and that the public of San Francisco, which was the victim of the old order of collu-

sion between organized labor and unscrupulous employers, should be represented in this industrial assembly. The Industrial Association has kept its pledge and through the American Plan and the Impartial Wage Board has saved laborers, employers, and the people of San Francisco millions of dollars through stabilized, peaceful progress in our building industry.

The Industrial Association has had its troubles in doing this. The American Plan and the Impartial Wage Board have been under constant fire by professional unionists for the past seven years. Along with the Association, the Wage Board and the American Plan have been the victims of deliberate misinterpretations and most vicious lying attacks. Moreover, the Association, pledged to maintain and enforce the awards of the Impartial Wage Board, has had its hands more than full carrying out the responsibilities laid upon it under the guarantees of the American Plan. Some leaders of union labor have not only publicly decried the jurisdiction of the Wage Board but have permitted union men to work for less than the wage scale set by the Board; have sacrificed the interest of their own workmen in some instances to provide evidence that the wage scale set by the Impartial Wage Board is not observed.

This is not true of all of San Francisco's union leaders in the building trades by any means. In some instances the Industrial Association has had the full cooperation of these leaders in its task of forcing disloyal and unscrupulous contractors to observe the wage schedule. Many union leaders know through personal experience that when they will permit it the Industrial Association is always willing to work with them to assure a square deal in San Francisco industrial relations.

Probably the Industrial Association will never be able in times of building depression to maintain the Impartial Wage Board scale in all instances. The unions had the same problem prior to 1921. Such complete observance is beyond human accomplishment, even as it is beyond the powers of government to compel a 100 per cent observance of our laws. The Impartial Wage Board in fix-



The AMERICAN PLAN

ing wage schedules gives consideration to other factors besides the law of supply and demand. However, both workmen and contractors in times of slack building operations are always open to the temptation to succumb to that law. The Industrial Association has gone far in its biggest task of enforcing the Wage Board award, a fact which all union labor leaders and the rank and file of labor, in addition to the contractors themselves and business men who are familiar with the situation, understand and appreciate.

The Impartial Wage Board award for 1929 which the Industrial Association is prepared to enforce follows:

Craft	Journeyman Mechanics	Helpers
Asbestos Workers	\$ 8.00	
Bricklayers	11.00	
Bricklayers' Hodcarriers	7.00	
Cabinet Workers (Shop).....	7.50	
Cabinet Workers (Outside).....	9.00	
Carpenters	9.00	
Cement Finishers	9.00	
Electric Workers	9.00	
Electrical Fixture Hangers.....	8.00	
Elevator Constructors	10.00	7.00
Engineers, Portable and Hoisting	9.00	
Glass Workers	8.50	
Hardwood Floormen	9.00	
Housemovers	8.00	
Housesmiths, Arch. Iron, Skilled in all branches.....	9.00	
Housesmiths, Arch. Iron, Not Skilled in all branches.....	8.00	
Housesmiths, Reinforced Concrete, or Rodmen.....	9.00	
Iron Workers (Bridge and Structural), including Engineers	11.00	
Laborers, Building (6-day week)	5.50	
Lathers, Channel Iron.....	10.00	
Lathers, All Other*.....	8.50	
Marble Setters	10.00	6.00
Marble Cutters and Copers.....	8.00	
Marble Bed Rubbers.....	7.50	
Marble Polishers and Finishers	7.00	
Millmen, Planing Mill Dept.....	7.00	
Millmen, Sash and Door.....	6.00	
Millwrights	8.00	
Model Makers	10.00	
Model Casters	9.00	
Mosaic and Terrazzo Workers..	9.00	6.00
Painters	9.00	
Painters, Varnishers and Polishers (Shop)	7.50	
Painters, Varnishers and Polishers (Outside)	9.00	
Pile Drivers and Wharf Builders	9.00	

Craft	Journeyman Mechanics	Helpers
Pile Drivers Engineers.....	\$10.00	
Plasterers	11.00	
Plasterers' Hodcarriers	7.50	
Plumbers	10.00	
Roofers, Composition	8.00	
Roofers, All Others.....	8.00	
Sheet Metal Workers.....	9.00	
Sprinkler Fitters	10.00	
Steam Fitters	10.00	
Stair Builders	9.00	
Stone Cutters, Soft and Granite	8.50	
Stone Setters, Soft and Granite..	9.00	
Stone Carvers	8.50	
Stone Derrickmen	9.00	
Tile Setters	10.00	6.00
Auto Truck Drivers—Less than 2,500 lbs.	5.50	
Auto Truck Drivers—2,500 lbs. to 4,500 lbs.....	6.00	
Auto Truck Drivers—4,500 lbs. to 6,500 lbs.....	6.50	
Auto Truck Drivers—6,500 lbs. and over	7.00	
General Teamsters, 1 Horse..	5.50	
General Teamsters, 2 Horses.....	6.00	
General Teamsters, 4 Horses.....	6.50	
Plow Teamsters, 4 Horses.....	6.50	
Scraper Teamsters, 2 Horses.....	6.00	
Scraper Teamsters, 4 Horses.....	6.00	

*On wood lath if piece rates are paid they shall be not less than such an amount as will guarantee, on an average day's production of 1600 lath, the day wage set forth.

"This scale is to be considered as a minimum and employees of superior skill and craft knowledge may be paid in excess of the amounts set forth herein."

GENERAL WORKING CONDITIONS

1. Eight hours shall constitute a day's work for all crafts, except as otherwise noted.

2. Plasterers' hodcarriers, bricklayers' hodcarriers, roofers' laborers and engineers, portable and hoisting, shall start fifteen minutes before other workmen, both at morning and at noon.

3. Five and one-half days, consisting of eight hours on Monday to Friday inclusive, and four hours on Saturday forenoon, shall constitute a week's work.

4. Overtime shall be paid as follows: For the first four hours after the first eight hours, time and one-half. All time thereafter shall be paid double time. Saturday afternoon (except laborers), Sundays from 12 midnight Saturday, and holidays from 12 midnight of the preceding day shall be paid double time.

5. On Saturday afternoon building laborers shall be paid straight time.

6. Where two shifts are worked in any twenty-four hours shift time shall be straight time. Where three shifts are worked, eight

(Continued on page 12)



Unions Try To Free Killers

Union labor politicians of San Francisco descended upon the office of Governor Young last month in an attempt to force the Governor of California to open the gates of San Quentin prison for two of their gang serving sentences for manslaughter in the carpenters' strike of 1926. Paul Scharrenberg, State Harbor Commissioner and Secretary of the California State Federation of Labor, chief of the labor union lobby in the state capitol, led the invasion. Thus labor sticks by its criminals, is willing to reach beyond juries and courts of justice, beyond the laws of the commonwealth, and, by assumed political power, attempt to free criminals who have served it.

During the carpenters' orgy of strike crime in 1926, C. W. Campbell, an aged American Plan carpenter, was murdered by a hired band of union gangsters because he dared to work for a living. Gus Madsen and George Pesce, two gangsters who had joined the carpenters' union, one the night before the strike started on April 1, 1926, and the other just a few days before it started, were caught and confessed to participating in the killing. Not only that, but they involved in their confessions other officers and agents of their union. These confessions they later repudiated under the lash of threats by their fellow gangsters.

So obviously guilty were they, however, that despite alleged jury bribery and openly charged corruption, a jury finally found them guilty of manslaughter and Superior Judge Conlan, who sat through their four trials, promptly sentenced them to San Quentin prison. And now, the union politicians, having waited scarcely a year for public opinion to "cool," are starting to press Governor Young in their carefully planned conspiracy to free the killers hardly before the body of their murdered victim has started to moulder in the grave.

It probably cost the City and County of San Francisco \$100,000 to put these gangsters into prison for the Campbell murder and to try the other racketeers associated with them in the welter of crime that lasted for 10 months in San

Francisco during the carpenters' strike and engulfed some 300 workmen as victims. The purpose of the war started by the carpenters' union on that fateful April 1 was to club San Francisco builders, contractors, investors, businessmen, workmen and the public into submission to a closed shop monopoly.

"Club" is the right word. They used nearly every weapon except guns to bash the heads and cripple the bodies of scores of their victims as their paid crews of thugs careened through the streets of San Francisco every day for 10 months crushing their bleeding, maimed victims into the gutters. Nothing like the carpenters' crime orgy had ever been attempted or perpetrated in the later labor history of San Francisco. It was skillfully organized, directed, led, financed and executed.

A. J. Mooney, vice-president of the United Brotherhood of Carpenters and Joiners of America, and two business agents of the carpenters' union who were officers of the crime campaign, pleaded guilty or were convicted and served jail sentences. Mooney and six others escaped the fate of Madsen and Pesce probably only through a technical decision of a judge who ruled that the Madsen-Pesce confessions-implicating them could not be used as evidence because they were fellow conspirators in the crimes. In all, more than a score of union officials and hired union gangsters were sent to prison and jail for the crime orgy in which Madsen and Pesce were caught.

Before the police, in written, signed, sworn confessions, Madsen and Pesce confessed to their parts in the gang attack upon the poor old carpenter Campbell whom they slugged to death with a sledge hammer. Before Captain of Detectives Duncan Matheson, they repeated their confessions and took oath that they were voluntary, without threat or duress. Before the Grand Jury which indicted them and Mooney, their crime boss, and their fellow gangsters, they swore to their guilt voluntarily. They admitted they were paid \$3.50 a day to slug and cripple car-

(Continued on page 8)



The AMERICAN PLAN

Labor's Political Lobby

Union labor's professional political lobby moved into Sacramento early in January just prior to the opening of the Forty-eighth Session of the California State Legislature, with its usual political program, some of it good and some of it bad. It must be said to the credit of the labor leaders of San Francisco that they are always on the job, year in and year out, in their efforts to jostle the legislature of the State of California so that it will place behind unionism the favor and power of the public laws of the state. They do not always lobby intelligently, but nevertheless they lobby, and they spend considerable sums in their attempt to accomplish their ends.

Lobbying with labor is not just sending a man to attend the sessions of the State Legislature. Many years of experience have taught union labor leaders that they must lobby every day in the week, every week in the month and every month in the year and every year. They do this in every city and state in the nation and in the national capital itself, and that is why so much legislation, uneconomic and unfavorable to the development and progress of industry and business in America is on the statute books of our state and the nation. It is, of course, responsible in part for much good legislation. The point is that labor is practiced in lobby work. Some forty years of experience have taught it the hows and the whys of successful lobbying.

Always the professional lobbyist sent by labor into our legislatures raises the hue and cry that "vested interests" are trying to control national legislation through a "vicious" lobby. Many newspapers seem to "fall for" this tried and true political strategy of attacking your opponent. Yet the fact is that labor's lobby at Sacramento in the State of California and in Congress is the biggest lobby representing any single interest in Sacramento or in Washington. It is expensive too, far more so than the average union working man thinks, if he thinks about it at all. The rank and file hear more than the truth about the represen-

tation of industry and business before our legislative bodies but none of the truth about its own lobby, save what it may be able to accomplish.

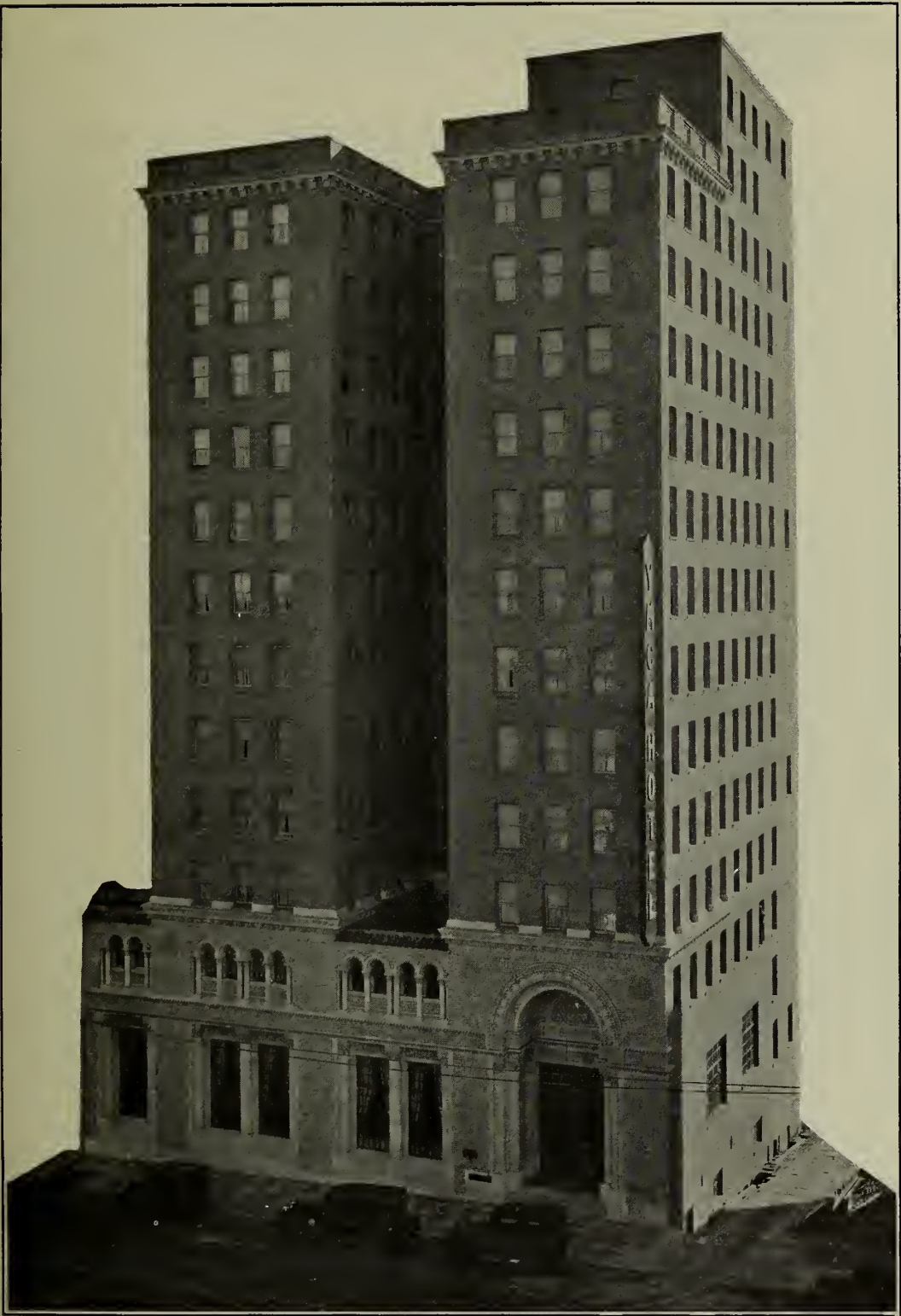
The fact is that labor is wonderfully organized in its legislative program and in its lobbying activities, while industry and business is pathetically and woefully unorganized and inept. Union labor goes before the Legislature united on an agreed program. Industry and business, unskilled in politics and without even a program or a concerted point of view, sends many individual representatives to present individual and in many instances conflicting points of view. Industry and business have just as much right to organize a legislative and political program and to present it to our state and national legislatures as labor has. In fact, it is its duty to do so in behalf of the common weal.

The prosperity and happiness of our state and nation depend largely upon our commercial and industrial development. Not only should industry and business attempt to prevent vicious legislation, but the obligation lies upon it to present political programs shaped constructively to benefit the community, the state and the nation as a whole.

Business men must become interested in politics because politics today are economics. If they are not good economics, industry, commerce, labor, and the people suffer. There is no reason that we should not have in San Francisco and in all of the cities of this state an industrial legislative council just as we have an agricultural legislative council or a union labor legislative council.

There are some so-called "labor" measures in this Forty-eighth Session of the California Legislature that should become laws. There are other measures which labor leaders have been striving for a long time which we hope will be defeated. Among these latter are three laws which labor lobbyists failed to "put over" in the last session of the Legislature.

First, labor hopes again through the
(Continued on page 8)



New Y. M. C. A. Hotel of 12 Stories and 436 Rooms, Built Under the American Plan in 8 Months



The AMERICAN PLAN

LABOR LOBBY

(Continued from page 6)

power of the Legislature of California to take away the right of private contract between the worker and his employer. Under the terms of the measure which they hope to shove through the Assembly and the Senate, no worker will be permitted to sign a contract with his employer not to join a union. Through this measure the professional labor leaders hope to club all workmen into unions. In other words, they want the people of the State of California through their Legislature and their statute books to make unionism the economic religion of the state.

The next shabby and threadbare bill which the labor lobby hopes to stuff down the throats of our assemblymen and senators is a measure designed to strip our courts of the power of issuing injunctions in labor disputes. A court of equity is a court to which a citizen may appeal to protect himself against irreparable damage threatened to person or property. A man may have spent his life building up a tremendously intangible and valuable asset—good will—in his business over a period of fifty years or so. Labor asks that it shall have the right to destroy this in order to gain its own ends without interference of court or law.

Labor unions are not incorporated. Therefore, it is very difficult to collect damages and loss for the organized damage which they do during a strike in order to win their ends. Furthermore, it is practically impossible to prosecute damage suits for the destruction of good will. Labor knows that. It reasons that if it can cripple the protective power of our courts, it can rule industry.

The third vicious measure which the California labor lobbyists, particularly those in San Francisco, are trying to railroad through the Assembly and the Senate is an amendment to the anti-trust law making the use of the "permit system" in industrial disputes a felony. The "permit system" is the weapon of last resort that employers have in the building industry to protect themselves against the efforts of labor leaders to clamp the monopoly of the closed shop on a great industry. It

has never been used under other circumstances and the Supreme Court of the United States ruled that it is not illegal as employed in San Francisco. Despite the decision of the Supreme Court of the United States, the "permit system," under the law which labor is exerting itself to put on the statutes of California, would be made a crime.

The Industrial Association of San Francisco will, of course, do everything in its power to prevent the passage of these three measures. It has fought successfully against these same measures before past legislatures and it will continue to oppose this legislation whenever organized labor presents it for consideration by our law-making bodies. Someone has to oppose these measures in behalf of industry, commerce and the general prosperity of the community, and the Industrial Association will do its share. It asks, however, the support of all people intelligently interested in the development of California's industrial and commercial resources, in the fight which it is necessary to make in the present session and which it will probably be necessary to make in future sessions to prevent this vicious legislation.

KILLERS

(Continued from page 5)

penters who dared to work and earn a living during the strike.

Then union labor leaders in San Francisco and Indianapolis began to pour thousands of dollars into their defense. During three of their trials open charges were made of jury-tampering and alleged bribery of jurors was imputed. But, in the face of floods of union money and all the political pressure of labor politicians, Madsen and Pesce were convicted and sent to prison, so obvious was their guilt.

And now, after a quiet breathing spell, "laying low," they call it, the union politicians are out to "spring" them, to try to browbeat the Governor of California, if they can, through political threats and reprisals, into freeing Campbell's killers.

Here, indeed, is unionism at its worst, a sinister figure riding roughshod, leering, contemptuous over law, order and justice, that its goal be won—rule by hook or crook.



Union Racketeers Invade Los Angeles

Dyeing and cleaning racketeers who have terrorized Chicago, Detroit, St. Louis, Kansas City and other Middle Western cities have invaded Los Angeles with their sluggers, bombers and acid-throwers. They have cost life, limb and millions of dollars through extortion of tribute from the business men of the East and through union organizations are now attempting to make Los Angeles business men dance to the music of their guns and bombs. These are the same racketeering gangsters that the Industrial Association stopped when they tried to invade San Francisco a year ago.

According to the Los Angeles Times, the Los Angeles district attorney's office has in its possession written confessions of arrested gangsters implicating Charles M. Murphy, president of the Cleaners and Dyers Union, and Paul R. Mitchell, recording secretary of the Cleaners and Dyers Union, which is affiliated with the American Federation of Labor. Secretary Mitchell has been arrested and the police are searching for Murphy. They also took into custody James Delaney, said to be an ex-convict, robber and slugger hired by the union officials to terrorize cleaning and dyeing plants into paying tribute to the gangster grafters and to drive the independent cleaning establishments, who refuse to pay tribute, out of business.

Barry Plimier, one of the gangsters, who was caught in the police net and who was sentenced to six months in jail for acid-throwing, implicated Murphy, the president of the union, in his confession. Plimier is said to have confessed that he was paid off in Murphy's office for his acid-throwing activities. Delaney also admitted that he had "worked" for the union officials and that he was an intimate friend of Murphy's.

The police announced early last month that they had in their possession the names of half a dozen other leaders suspected of a series of outrages during the past year against cleaning and dyeing plants in Los Angeles. Among others to be arrested are owners of cleaning and dyeing establishments who are alleged to

have been caught in circumstances which point to their having contributed to the pay-off of the bombers and acid-throwers, according to Detective Lieutenant Hinds, head of the police bomb squad.

One of the favorite tricks of the gangsters is to throw sulphuric acid on the goods stored in the establishments of the independent dyers. Sulphuric acid, dynamite, and bomb outrages always followed calls from the business agents of the organizations which sought tribute from the independent.

Now that the police have finally started to round up the union agents and officers responsible for these acts of the racketeering gangsters, some of the victimized proprietors of cleaning and dyeing establishments have churned up enough courage to appear before the Los Angeles County Grand Jury to tell what they know of the racket as it is played in the southern city. Since the racketeers invaded Los Angeles, it is estimated that they have caused more than \$250,000 worth of damage to dyeing and cleaning establishments and other property. "Scores of cleaners have been put out of business by these extortionists," said Lieutenant Hinds.

It is the same racket, worked in the same way, that brought Chicago under the rule of the union gunmen and gangsters. Detroit, too, has suffered severely. Frank X. Martel, president of the Detroit Federation of Labor, has been held for trial on a charge of extortion in connection with the dyeing and cleaning racket there. The charge against him is based on testimony given last summer at the trial of ten members of "The Purple Gang" on charges of extortion.

And so it goes. The dyeing and cleaning racketeers would be operating in San Francisco today had not the Industrial Association, co-operating with the San Francisco Police Department, turned the gangsters back when they tried to invade this city. The way to stop the racketeers is to stop them before they start. Once they gain a foothold, they exact a terrifying and terrific toll.



The AMERICAN PLAN

Association Elects

Frederick J. Koster was re-elected president; S. S. Kauffman, vice-president; Samuel Lilienthal, treasurer, and J. E. Cushing, secretary of the Industrial Association of San Francisco for 1929 at an organization meeting of the new Board of Directors last month. Albert E. Boynton, managing director of the Association since 1924, was again chosen to that office.

At the annual meeting of the Association held in December the following directors were elected for 1929: Wallace M. Alexander, Alexander & Baldwin, Ltd.; J. B. Brady, general manager of the Pacific Coast Division, U. S. Rubber Company; Colbert Coldwell, Coldwell, Cornwall & Banker; J. E. Cushing, American Hawaiian Steamship Company; George S. Forderer, president, Forderer Cornice Works; Robert B. Henderson, president, Pacific Portland Cement Company; S. S. Kauffman, president, H. S. Crocker Company; George W. Kelham, architect; Robert A. Kinzie, mining engineer; Frederick J. Koster, president, California Barrel Company, Inc.; Samuel Lilienthal, president, Haas Brothers; J. W. Mailliard, Jr., Mailliard & Schmiedell; Atholl McBean, president, Gladding, McBean & Company; Richard S. Shainwald, president, The Paraffine Companies, Inc.; A. Emory Wishon, vice-president and general manager, Great Western Power Company.

Reciprocal

The First Wisconsin National Bank recently restricted bids for the construction of its office garage to contractors who were customers of the bank. When open-shop manufacturers, constructors, and business men follow this example by restricting their contracts to commodities produced in open shops, we will have just about solved one of the most irritating phases of industrial relations.

The Boston Women's Symphony Orchestra is non-union. Indeed, women know the value of individualism and the prizes to be won through it.

Dues Tax Exempt

In the opinion of legal counsel, membership dues in the Industrial Association can be deducted in income tax returns as ordinary and necessary business expense, according to a decision of the Board of Tax Appeals in the case of the Simons Brick Company vs. Commissioner of Internal Revenue, handed down on December 22, 1928. The Board held in that case that the contributions of the plaintiff to the Better America Federation of Los Angeles were deductible as ordinary and necessary business expenses, citing two earlier decisions to the same effect as precedents.

In the opinion of competent counsel, the decision of the Board of Tax Appeals applies also to membership in the Industrial Association, which is a voluntary unincorporated body furnishing its members advice and assistance in industrial relations, protection of members' employees and properties during industrial disputes, and supplying members with an employment agency service and training schools for necessary skilled labor. In other words, the Industrial Association is a business adjunct to the industrial and commercial firms of San Francisco and as such membership in it and contributions to it constitute a proper deductible expense.

Finding Jobs Free

During 1928 the employment department of the Industrial Association placed 9,183 laborers and mechanics at jobs in San Francisco. This is an increase of 1,535 men over a total of 7,648 placed in 1927.

During the month of December, 1928, the department found jobs for 790 men, as compared with a total of 371 jobs in which men were placed during December, 1927. The service of the Industrial Association of San Francisco in placing the men without cost to the employer or the employee is one of its major activities. Years of experience animated by enthusiasm has brought the employment service of the Association to a high state of efficiency.



Molders Spend More Than \$3,000,000

At the last annual convention of the International Molders' Union representatives of 29 unions reported strikes in 38 cities of the United States, including San Francisco, Oakland, South San Francisco, Sunnyvale, San Jose, Richmond and Bay Point, California. Apparently the molders have the strike habit, probably contracted in the dark age of industrial relations some 25 years ago.

The union is not in good shape, although its receipts for the five years from June 30, 1923, to June 30, 1928, amounted to \$3,392,755 and its disbursements \$3,332,606. A total of \$706,944 was paid out on strike benefits. The International sent more than \$62,000 into San Francisco as strike benefits, probably just a fraction of what was really spent here in four years of slugging, shooting and murder. That they have plenty of more money was indicated by the financial report of the treasurer showing a total of \$1,167,233 on hand.

High officials of the Molders' Union are worried, it was reported, by constant losses of union membership and the condition of the molding industry in general. A special department under the direction of Mr. John P. Frey has been formed in an attempt to offset the work of the National Metal Trades Association and the National Founders' Association. Members of the union complained of the burden of the emergency strike fund levied since 1924, claiming that so many of their members are idle that they are unable to pay. This levy has been discontinued. President Kehoe of the International said in his report: "During the past term we have passed through the most serious tests our organization has ever experienced. At the present time we are dealing with extraordinary circumstances as a result of the evolution in the foundry industry. Never before in the history of the organization has there been so much idleness. Thousands of our members are walking the streets in idleness and there are no immediate prospects of any great improvement."

Despite this, however, President Kehoe told the delegates to the Convention that

"efforts will be made to increase wages, improve conditions and shorten the hours of employment in many localities. When that time arrives we must be prepared to support our members involved in strikes or lockouts."

The molding machine is winning in the fight the union molders have made upon it. The union chiefs are now taking steps to organize the machine operator, admitting that they are no longer in a position to curtail its use. The Los Angeles molders' union admitted freely in a resolution which it offered that the International has not kept pace with developments of production within the foundry industry; has lost influence in the entire industry.

It was stated at the International Convention that the defense of Frank Brown and William Burton, officials of the San Francisco Molders' Union who were charged with murder for the shooting and death of John Goytan, an American Plan molder, cost \$11,650. This, of course, does not include the amount spent locally, which, undoubtedly, was equal to or more than the sum contributed by the International.

American Plan

The International Harvester Company of Chicago, national in heart and spirit, is American Plan from top to bottom. It discriminates neither in favor of nor against unions or non-union men.

It practices the American Plan in its industrial relations. For many years it has been one of the outstanding American Plan corporations of America.

On New Year's Day it won the interest of millions of Americans by announcing that two weeks vacation with pay will be given each year to all craftsmen in all of its manufacturing departments as well as to office help. In addition to this, the company will credit each employee with a six-day "time off" allowance, the days to be used for any purpose. There were also bestowed "time off" allowances with pay in emergency cases.

This, indeed, is the American Plan at its best.



The AMERICAN PLAN

1929 Promising

"Despite the fact that many new industries located in the San Francisco Bay industrial district during 1928, further expansion will be noted in 1929," according to a report submitted recently by Francis I. Jones, director-general of the United States Employment Service. The business and labor conditions of California are particularly bright for the next twelve months, Director Jones said.

"Greater industrial activity is expected during the next year," the report prophesied. "Among others will be erection of a \$10,000,000 automobile factory and a \$3,000,000 plant in which rubber goods will be manufactured."

The meaning of this is that industrial and investment leaders throughout the United States have become convinced that San Francisco and the Bay district have won industrial freedom. It has been a slow, uphill fight since 1921 to rescue San Francisco from the labor dictatorship which stifled industrial development here for the previous twenty-five years. The fruits of this fight to maintain the American Plan in the Bay district by the Industrial Association are beginning to ripen—ripen for labor as well as capital.

WAGE BOARD

(Continued from page 4)

hours pay shall be paid for seven hours on the second and third shifts.

7. All work shall regularly be performed between the hours of 8 A. M. and 5 P. M.; provided, that in emergencies or where premises cannot be vacated for work by mechanics until the close of business, men then reporting for work shall work at straight time; but any work performed after midnight shall be paid time and one-half except on Saturday afternoons, Sundays and holidays, when double time shall be paid.

8. Recognized holidays to be: New Year's Day, Decoration Day, Fourth of July, Labor Day, Admission Day, Thanksgiving Day, Christmas Day.

9. Men ordered to report for work, for whom no employment is provided, shall be entitled to two hours pay.

10. This award shall be effective in the counties of San Francisco and Alameda and at the request of employers in Contra Costa County is recommended for that county as well.

Economic Representation

President Dalton of the California State Federation of Labor in his annual address to the delegates to the Federation's convention in Sacramento proclaimed it necessary to the success of the labor movement that organized labor be represented "in the civic structure of the state and its subdivisions to protect what favorable conditions we have and endeavor to advance our interests at every point." The individuality of the person holding public office, President Dalton said, is a secondary consideration. The prime consideration is whether or not he is a capable representative of organized labor.

If labor demands such specific and extraordinary representation in the legislative and administrative branches of our government, then it must grant the right of similar representation to the trade association of employers. The fact is that there is no room in this government for such a scheme of political organization, and labor is chasing rainbows when it attempts to win by legislation those things which can be achieved only by economic efficiency.

Shocked

Union electrical workers in New York City have forced the Electrical Contractors' Association there to grant the five-day week and a 10 per cent increase in wages. Under the new collective "bargaining" agreement journeymen will receive \$13.20 a day, as compared with the old scale of \$12.00 per day.

San Francisco contractors and builders know what kind of a "collective bargain" that was. The same kind of a bargain the condemned murderer enters into when he sits down in the electric chair and lets the assistant executioners fasten the straps of the electrodes. It might better be named a collective demise.

Labor involves 41.8 per cent and material 58.2 per cent of the cost of building construction, according to a survey made by the United States Department of Labor in three widely separated cities in the United States.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

S. S. KAUFFMAN
President H. S. Crocker Co.

Secretary:

J. E. CUSHING
American Hawaiian Steamship Co.

Treasurer:

SAMUEL LILIENTHAL
President Haas Bros.

Managing-Director:

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

GEORGE S. FORDERER, Pres.
Forderer Cornice Works

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

A. F. HOCKENBEAMER, Pres.
Pacific Gas & Electric Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Sec'y.
Haas Bros.

J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

RICHARD S. SHAINWALD, President,
The Paraffine Companies, Inc.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VIII

No. 2



MAY
1929



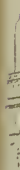
Wage Scales
Effective

Musicians' Union

Building Trades'
Council

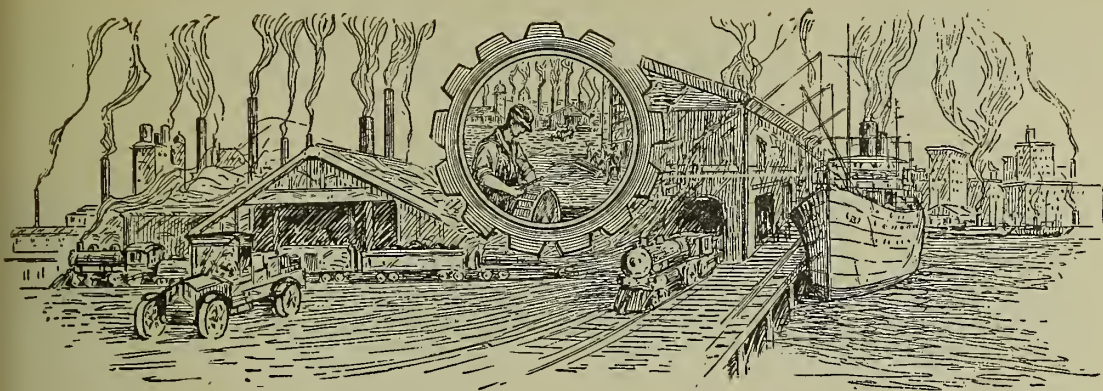
BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO



9-

T
este
velc
choo
or,
racc
the
of h
T
the
1922
are
the
they
and
of i
even
try
und
pros
we
T
trad
Joan
Sally
in th
Cha
des
to m
the
gov
reg
the



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco

Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

New Wage Scales Effective

This is an invitation to every man interested in the industrial and economic development of the Bay District to put his shoulder to the wheel, a bid to the investor, the builder, the architect, the contractor, the business man, the banker and the workman to co-operate each in behalf of himself and for all.

The Impartial Wage Board scales in the building trades of the Bay District for 1929 went into effect on April first. They are fair wage scales. If they are enforced the whole Bay District will benefit. If they are not enforced, they mean nothing and the community will suffer the results of its selfishness with loss not only to everyone involved in the building industry but to all lines of business and to all individuals dependent upon the industrial prosperity of this part of California which we call home.

The new scale of wages in the building trades was fixed by the Impartial Wage Board after weeks of public hearings and deliberations. It may not be perfect, but in the words of Archbishop E. J. Hanna, Chairman of the Board, "the new schedules are as fair as it is humanly possible to make them, taking into consideration the interests and necessities of all of the groups involved in the Bay District building industry." On that score they deserve the loyal support and meticulous observ-

ance of every individual concerned in the construction and building industry of the San Francisco metropolitan area.

It may be stated frankly here that the authority of the Wage Board rests in the unstinted support and rigid adherence of the individuals and groups directly concerned in San Francisco building and construction work to the decisions of the Board. The fact of the matter is that such outstanding characters as Archbishop Hanna, Henry J. Brunnier, noted California structural engineer, and Harrison S. Robinson, Oakland attorney and business administrator, who made up the 1928 Wage Board, cannot be asked to give of their time, abilities and dignities if their decisions are to be nullified by the very factors who most benefit by them. "We are confident," the chairman of the Wage Board said, "that all owner, builder and contracting groups will observe the new scales meticulously in their own behalf, in behalf of labor and the welfare of the community."

So this is an open invitation to these groups, to the building trades, the mechanics and to the public of San Francisco and the Bay District to fulfill the confidence which the Wage Board has reposed in them. To the building trades mechanics, union and non-union alike, the Indus-



The AMERICAN PLAN

trial Association of San Francisco addresses a special invitation to co-operate in the enforcement of the new scales. The Industrial Association of San Francisco and the East Bay Industrial Association are pledged to do their part in enforcing the scales, but half of the responsibility for successful enforcement lies with the building trades mechanics themselves.

In this connection President Koster of the Industrial Association said: "When a mechanic accepts less than the minimum scale he hurts himself and his fellow workers. Wage cutting, either by workman or the contractor, won't create more work or more profits. It simply lowers the standard all around and eventually results in chaotic conditions with distress to all groups involved. We hope that San Francisco building trades mechanics will co-operate with us by refusing to accept less than the minimum set by the Wage Board in reporting to us or the East Bay Industrial Association any attempts by contractors to pay less.

"Our organization will use every legitimate means to enforce the new wage awards. We believe that nothing is more vital to the prosperity and development of San Francisco and the Bay District than the strict maintenance of high wages and fair working conditions in the building industry. The wages and conditions set by the Impartial Wage Board mean our traditional continued high standards of living for the man who labors and a purchasing power which will reflect itself through our whole business and commercial life to the benefit of all who make their homes and their livings here."

Building construction in San Francisco and around San Francisco Bay constitutes the biggest industry of this area. It is estimated that the annual payroll for 1929 in building and construction work will amount to approximately \$100,000,000 in round figures. In the light of this, it is not going too far to venture the opinion that conditions in this key industry set the levels for virtually every other business and industry in the Bay District. That ought to be enough to win any envisioned man to the support of the Impartial Wage Board scales.

The Impartial Wage Board method of bringing peace and fair play to the building trades is San Francisco's own way of solving a difficult industrial relations problem. For eight years now the Board, under the chairmanship of Archbishop Hanna, has acted as a family tribunal set up by the family of San Francisco to settle family disputes. It is a tribunal before which every man and every group of the family of San Francisco has his or its day to state grievances or claims that arise, as such grievances and claims will arise in any family. The Board replaced the old bloody system of internecine warfare between employer and employee in the building trades from which San Francisco, as a whole, suffered so poignantly prior to 1921. In that year the Industrial Association of San Francisco promised the people of this city that it would provide such a Board from time to time to insure a square deal for the building trades workmen, for building employers and for the rest of the family of San Francisco which, until then, was the main victim of the old order of warfare and collusion between organized labor and unscrupulous employers. In other words, the Industrial Association pledged the creation of an industrial assembly, a family council in which the interests of each member of the family should be protected. In the Impartial Wage Board the Association has kept its pledge and has saved labor, employers, and the people of San Francisco millions of dollars through stabilized, peaceful progress in our biggest business—building.

To the task some of the best brains, character and abilities have given themselves without charge and without stint. Selfish interests in the ranks of professional labor leaders and among some employers have thrown obstacles in the way of these Wage Boards and the men who served on them. Yet they have carried on to their own glory and the everlasting benefit of the community. They are entitled to the respect of workers, employers and the general public and the only way to evince this respect is by observance of the decisions of the Board.

The new wage schedules which went
(Continued on page 10)



Whistling In the Graveyard

San Francisco became the graveyard of union domination of the building trades in 1921, when the Industrial Association was formed and the American Plan was made effective in San Francisco's industry. Efforts to revive the corpse by the Molders' Union in 1923, and by the Carpenters' Union in 1926, failed miserably. The unions sought to win their strikes by campaigns of violence, but the net effect of hundreds of attacks upon American Plan workmen was to inflame public opinion against the unions and to confirm public confidence in the Association. San Francisco, for decades the great American stronghold of organized labor, became the casket in which were buried its hopes of unbreakable control of industry.

It was chiefly to keep up the lagging spirits of its members, chiefly to make a brave show in the presence of the ghost of the great power it once enjoyed, that the State Building Trades Council held its annual meeting in San Francisco last month. And what a chorus of whistling it was!

Frank C. MacDonald, general president of the organization, struck the keynote in his opening address. He said:

"We are justified in regarding the achievements of the past year with satisfaction. In spite of the bitter opposition of misguided groups of employing interests in a few sections of the state, we have progressed. The Industrial Association is a failure. Its creature, the Wage Board, has promulgated wage scales that are not honored or observed. The wage scale was not paid even on the work controlled by the chairman of the Wage Board. The whole scheme was unjust, unmoral, vicious. It sought to crush the unions; instead it caused demoralization of industry and business in San Francisco."

These are slanders that have been uttered countless times and proven false countless times. They are interesting not for their text, but for sure light they cast on the psychology of officials of the building trades council and its member unions and because they reflect the unintelligence of these labor leaders. Hardly two years

have passed since the end of the carpenters' strike, with its long and bloody record of union thuggery, yet the president of the council refers to the organization that ended the reign of violence as "unjust, unmoral, vicious." Since the strike the American Plan has been ever more widely and more enthusiastically accepted in San Francisco, by employers and employees alike, yet Mr. McDonald can "regard with satisfaction" the building trades unions' "achievements of the past year," and can tell members of the council that "the Industrial Association is a failure."

Obviously that kind of talk is empty twaddle, and obviously Mr. MacDonald knows it. But the creed of union labor leadership requires a display of invincible optimism at all times, and Mr. MacDonald made his speech because he believed it would cheer the delegates, and because, perhaps it heartened him. From his point of view San Francisco was the logical place for the convention, and the spring of 1929 the logical time for a show of the all's-well-with-the-world spirit.

It may be doubted if working members of the building trades unions—the recipients of wage increases awarded by the Impartial Wage Board—either shared Mr. MacDonald's views as to the merits of the agencies that ended union domination or were in need of exuberant optimism. They enjoy better wages and better working conditions than prevailed in the hey-day of union domination, and to them this prating of "achievement" is a threat rather than a promise. Another "victory" like the last and the war will be lost.

Members of San Francisco unions must have been especially suspicious of a proposal by delegates to "concentrate forces on some particular 'big job' in San Francisco—a job approximating \$2,000,000—in an effort to unionize it 100 per cent." The proposal was adopted by the council. Its purpose, of course, is to attempt to revive the corpse of union control of the construction industry in this city. But the rank and file of union mechanics, con-

(Continued on page 11)



The Musicians' Union Strikes

The Musicians' Union of San Francisco is giving an enlightening demonstration not only of the colossal stupidity of organized labor, but of its matchless greed and its ruthlessness when it holds the whip—or believes it holds the whip. Not satisfied with the utter failure of its efforts to punish the Embassy Theater in similar circumstances a few months ago, the union is trying to compel a group of Northern California theaters that have installed sound equipment to employ orchestras they do not need and cannot use without impairing the quality of the entertainment they present.

Stripped of the veneer with which the musicians have adorned their case in their effort to seduce public sympathy, the position of the union is simply this: It recognizes that the rapidly spreading popularity of the "talkie" imperils the position of the orchestra in the motion picture theater. It recognizes that the fully orchestrated sound picture provides mechanically a musical accompaniment far superior to that which an actual orchestra in the theater pit normally produces. It recognizes that in a talkie theater an orchestra is a superfluity—and an expensive superfluity the cost of which may mean to the owner the difference between profit and loss. Yet it insists that the theater which installs sound equipment must retain a full orchestra, whether the musicians are required to play or not, and must pay the full union scale for services not rendered.

This was their case as the officials of the Musicians' Union presented it last fall to Mr. W. B. Wagon, owner of the Embassy Theater, and a few weeks ago to the Nasser Brothers, owners of the Alhambra, Royal and Castro Theaters in San Francisco and of interests in twenty-three other motion picture theaters in the San Francisco Bay region and elsewhere in Northern California. Mr. Wagon refused flatly to meet the demands of the union. Thereupon the musicians took their weapons from the wall and began to fight. Stink bottles were spilled in the theater. Union operators, affiliated

through the Theatrical Federation with the Musicians' Union, were called out. Libelous sheets in which it was insinuated that the Embassy was unsafe were published by the musicians and circulated throughout San Francisco. A non-union operator was forced into an automobile as he left the theater, and was "taken for a ride" and beaten mercilessly. The Musicians' Union professed pious horror in respect of this slugging, but its denial of complicity deceived no one. San Franciscans remembered too well that the Carpenters' Union had hotly denied that it had a hand in the slugging of scores of American Plan carpenters during the carpenters' strike, and that later it was proved in court that the union not only had had knowledge of the operations of its gangs of thugs, had organized them, paid sluggers by the day for their crimes and subsequently admitted their responsibility by settling damage suits to the tune of thousands of dollars.

The customary methods of labor in an industrial dispute were supplemented by the musicians by a series of advertisements in which it was explained that this quarrel with the Embassy was really a noble effort on the part of the union to preserve the high artistic standards which—so it said—it had established in San Francisco. The union appealed for support in its stand for "the American principle of honesty and fair dealing"—a pretty phrase, but one that had never influenced the union in all the years of its domination of the theatrical industry. So plain was the union's position, and so obviously unjustifiable were its demands, that public sympathy was alienated the moment the dispute began. It has never been regained. Today, seven or eight months after its breach with the Embassy, the union must realize that its case is hopeless, and that the net effect of its foolish stand has been a serious loss of prestige.

Yet the unmistakable evidence of failure in the Embassy case has not convinced the union that its fight against sound pictures was lost before it started.

The AMERICAN PLAN



This time their dispute is not with one theater, but with many—the houses operated by the Nasser Brothers, the T. & D. Junior circuit, the Consolidated Amusement Company, the Alameda Amusement Company, and a number of other companies more or less related by reason of stock ownership. These theaters have not only the strength that goes with numbers, but the advantages accruing from the defeat of the union in the Embassy dispute; yet the musicians have undertaken to engage them.

The difficulty began some weeks ago when sound equipment was installed in the Castro and Alhambra Theaters and the Nassers gave notice that after specified dates orchestras would no longer be employed. At the Alhambra the orchestra had been engaged on a week-to-week basis, in anticipation of the completion of the installation, and a week's notice was sufficient under the agreement with the union. At the Castro no such notice had been given, but on March 3, after the musicians had passed most of their time for three weeks playing cards backstage—they played in the pit only seven minutes a day, but drew full pay—notice was given that at the end of two weeks the orchestra would be dismissed. According to the owners of the theaters involved, the musicians did not wait for the two-week period to expire; the night before it ended they walked out, and thereby—applying to the agreement between the union and the Allied Amusement Industries the strict interpretation that the union seeks to apply—were guilty of a breach of that part of the contract which provides that an orchestra must give two weeks' notice before quitting a job.

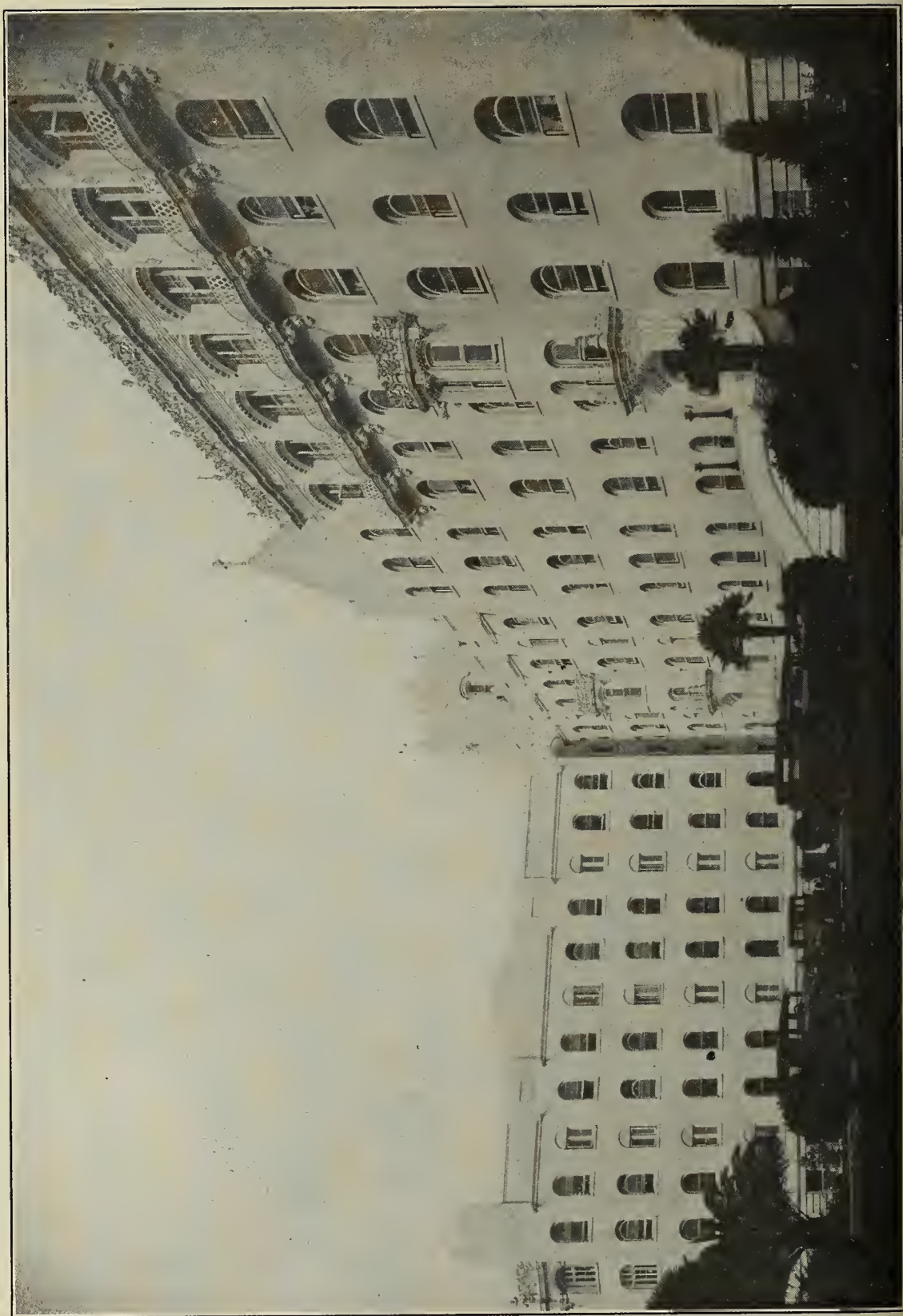
Then the union orchestra was withdrawn from the Royal Theater in San Francisco. This theater is owned by the Consolidated Amusement Company, in which the Nassers have an interest. Sound equipment has not been installed in the Royal, and the musicians might still have had their jobs there had it not been for the zeal of the organization to injure the Nassers. But the orchestra walked out—seven more men out of work.

Let it not be understood that the orchestras at the Alhambra and the Castro

were dismissed without any attempt to reach an amicable adjustment with the union. But the only answer of union officials was this: "Keep a full orchestra employed for another year." That would have meant an unnecessary expenditure of \$30,000—absolute waste—and the suggestion was rejected.

The dispute was extended beyond the borders of San Francisco to the Strand Theater in Alameda and the Vitaphone in Oakland—both "talkie" houses. Union orchestras were withdrawn. The Vitaphone had been compelled to employ for more than a year an orchestra that it did not need, that played for only seven minutes a day, and that had been paid more than \$30,000. Since the withdrawal of the orchestras in Alameda county the strike has been extended to various smaller communities in other nearby counties.

Of course unions affiliated with the musicians have been called out in sympathy strikes. One of the first steps of the motion picture operators' union was to demand very large wage increases and the employment of additional operators. In its advertisements the Musicians' Union says that no member of an affiliated union was employed in any of the theaters involved in the dispute, but that is not true. According to Nasser, for four weeks after the musicians left, all the operators at the Alhambra, Castro and Royal Theaters, for instance, were on the job. Perhaps they remember the cupidity of the musicians in the early days of the Embassy dispute, when members of the Musicians' Union, after pulling unwilling union operators from their jobs, so far forgot their high principles as to play in radio programs advertising the Embassy Theater. It is more reasonable, however, to believe that the operators saw an opportunity to take advantage of the situation for their own profit. They have demanded and received higher wages, and more men are employed in the operators' booths. Thus in one theater work that previously was done by one man at a wage of \$80 a week is now being done by two men at wages amounting to \$180; and in other theaters similar hold-ups have been effected. In some cases operators have made a show of turning in their





union' cards, but it is obvious that this withdrawal was only a blind, that it was designed to cover only the period of the dispute, and that the union connived in it.

As a matter of fact, to operate a motion picture machine requires little skill. But the operators' union has been able so to limit membership that union operators are scarce. It is reported that there has been no increase in membership in the last four years. The fate of the Musicians' Union should warn the operators that the period of their ascendancy will be brief and will end abruptly if they persist in their rule or ruin policy.

In the conduct of its warfare with this group of theaters the Musicians' Union has employed exactly the same tactics as proved so dismally unsuccessful in the Embassy dispute. Stink bottles have been placed in the Alhambra, Royal and Castro Theaters; departing operators in other houses have been guilty of sabotage and have prevented, temporarily, presentation of pictures; the musicians, in newspaper advertisements and in their own publications, have pleaded for sympathy, and union officials have circulated libelous stories designed to injure the theaters concerned. There has been no profit in any of these methods.

Gigi Biagini, arrested on April 2 on complaint of Mr. James E. Nasser, is said to have confessed that he planted stink bottles in the Embassy Theater some months ago and was employed to plant them in the Alhambra, Castro and Royal. Mr. Nasser bought from Biagini two or three bottles containing an offensive chemical, then notified the police.

The connection between Biagini and the Musicians' Union seems to be pretty well established, though union officers deny that he was in their employ. Mr. Nasser was placed in touch with the man by a third person who said that Biagini was being paid \$10 a bottle by an intermediary representing the union, and would sell the stuff for \$40 a bottle. The theater man paid \$40 for one bottle and \$40 for two others, and, having trapped the fellow, turned him over to the police, who found in Biagini's room papers in which his occupation was given as "musician."

The Musicians' Union hardly is convincing when it accuses its foes of breach of contract and appeals for popular support: "If you believe in honesty, decency and fair play as opposed to trickery, double dealing and chicanery, we are sure that you will appreciate and assist in our fight for the American principle of good faith and business honor." The Union has never been noted for possession of these qualities of which it speaks so glibly, and it never displays its lack of them more plainly than when it is in the heat of a dispute. The facts as to the present dispute are these:

Last September the union clubbed the theaters of San Francisco and other bay cities into accepting an agreement which they knew to be unfair and oppressive. Ruthlessly it stuck to its demands that orchestras of sizes it specified be employed in certain theaters—the size of the orchestra varied in proportion to the seating capacity of the house, AND IN PROPORTION TO THE PRICE OF ADMIITTANCE, in keeping with the union policy of collecting all the traffic will bear—and to its specifications of working conditions. But, probably through carelessness on the part of the union, the following section was inserted in the agreement:

"In the event that there shall be a definite change of policy in any theater operated by any of the members of second party (the theater men) justifying a change in classification or in the number of men required to be employed in the orchestra of said theater, then said theater shall employ an orchestra of the same number of men as employed by theaters operating under the policy to which said theater shall be changed."

Had this section not been included in the agreement, it still would be possible to make a strong case for the right of an industry to refuse to keep a contract forced upon it with a club. But the clause is there, and argument is unnecessary. When the Castro and Alhambra Theaters, under a very "definite change of policy," installed sound equipment, their managers, exercising a right specifically granted in the agreement, served notice that they elected to operate under condi-



The AMERICAN PLAN

tions prevalent in a Berkeley theater that presents "talkies" exclusively and EMPLOYS NO ORCHESTRA. If the sanctity of contracts were more than a phrase in their minds, the union officials would have accepted the change with good grace, instead of whining that the theaters had violated the agreement.

The present dispute, of course, is part of a national effort on the part of union musicians to preserve their domination of motion picture theaters in the face of the rapidly growing popularity of sound pictures. The economics of the situation requires motion picture theater owners who wish to keep their patronage to install sound equipment, and the average installation costs about \$20,000. This investment, plus the greater expense of obtaining and presenting "talkies," naturally compels the theater owners to eliminate unnecessary costs, and an orchestra is unnecessary in a "talkie" house. Though they understand that perfectly, the musicians refuse to accept the situation. They insist that they must be employed even if they cannot be used, hoping, doubtless, that in some miraculous way the course of industrial progress will be deflected so that they may escape its consequences.

The attitude of the motion picture theater owners and the attitude of the musicians' unions in respect of sound pictures are in striking contrast. The theater men, quick to recognize changing conditions and ready to meet them, go to very heavy expense to install sound equipment, though the "talkie" itself is comparatively new and improvements in a short time may render present equipment obsolete. It is a risk and the theater men take it. The union musicians, on the other hand, willfully blind themselves to the change, do their best to halt it, and insist that progress retard itself by carrying them along with it, though they have become useless.

Even Karl Marx realized at last that the industrial revolution could not be stopped. The musicians' unions will do well to recognize that they are fighting the wind, and that the sooner they adjust themselves to the inevitable the better off they will be.

Sentenced

The State Board of Prison Directors has fixed the sentences of George Pesce and Gus Madsen at the maximum of ten years in San Quentin for the killing of C. W. Campbell, aged American Plan carpenter, during the carpenters' strike in 1926. They were convicted in the Superior Court here in 1927 after four sensational trials following confessions in which they admitted their participation in the Campbell slaying with other officers and agents of the carpenters' union.

A man in prison is a tragedy; one hates to see a fellow human being in durance. Yet the Law and Justice should take their course when men commit crimes, and Pesce and Madsen were convicted of manslaughter for their part in Campbell's murder. They were hired by the carpenters' union, or, rather, by official union strike bosses, to slug and maim non-union workmen. In the face of the machinations of union politicians and agents, a jury found them guilty after four trials and under the indeterminate sentence law of California Superior Judge Conlan sent them to San Quentin for a stay of from one to ten years.

May the conviction and the sentences of Pesce and Madsen be a lesson to Labor's officers in San Francisco and the State of California, continuing notice to them that they must obey the laws of the commonwealth.

Work

During the first three months of 1929 the Employment Department of the Industrial Association of San Francisco found jobs for 2159 mechanics. This exceeds the number of men placed free for the first quarter of 1928 by 655 workers.

Since the Industrial Association was organized in 1921, it has found jobs for 66,733 persons without cost to worker or employer. Thus it serves the community of San Francisco in the distribution and stabilization of labor.



Beyond the Law

"Labor has always contended that it wished to be free from legal entanglements and from participating in legal controversies."

Some time ago the American Bar Association appointed a committee to survey the possibilities of lifting the burden of strikes and jurisdictional disputes from American industry through the development of a peaceful industrial relations formula. To this decision high officials of the American Federation of Labor immediately gave three rousing cheers and a tiger.

When the committee began its sessions William Green, President of the American Federation of Labor, appeared before it with a kitful of generalizations and platitudes. When the committee asked for specific recommendations and comments, he backed off, suspicious, distrustful or unwilling to aid in lighting the way when it came to real action instead of words.

Now the committee of the American Bar Association has prepared a bill for presentation to the Congress, proposing to make arbitration agreements between employers and employees legal and enforceable in the courts. And promptly President Green repudiated the proposed legislation, announcing that the organized labor lobby in Washington will oppose it.

While we have not seen the text of the bill, it probably goes no further than to make the signatures of employers and union officials to arbitration agreements legally enforceable, even as such arbitration agreements and decisions in commercial disputes in New York State are enforceable in the New York courts. Labor's opposition to the American Bar Association proposals is no less than a refusal to stand behind its own signed agreements. Labor wants to use the law and courts when it is to labor's advantage, but insists that it has a right to remain beyond the jurisdiction of our laws and courts when

that is to its advantage.

It would be a horse of a different color if the American Bar Association proposed to force labor to arbitrate its disputes with employers. This would be as un-American as labor's refusal to grant the right of our courts to enforce labor's signed agreements.

In the commercial world, in almost every relation of human life a signed contract is enforceable if legally executed. In refusing to support and announcing its opposition to the American Bar Association legislation, labor is saying that while it is willing to enter into arbitration in industrial disputes, it is unwilling to grant the right of our courts to enforce the decisions resulting from such arbitration.

President Green's opposition to the new legislation which will probably be offered to the December session of Congress epitomizes labor's real attitude and the concept of its position in our social order. It wants the protection and safeguards of our social and political system, yet it demands that it be freed from all responsibility or obligation.

In commenting upon the Bar Association's bill, President Green said in part: "It is safe to assume that the executive council of the American Federation of Labor will take a strong position in opposition to this bill, which provides that if the decision of arbitration tribunals, created for the purpose of rendering a decision in industrial controversies, becomes a law it would have the effect of involving labor unions in legal proceedings which would prove costly and exasperating. Labor has always contended that it wished to be free from legal entanglements and from participating in legal controversies. We are committed to the policy of voluntary agreements and voluntary action. Because we are not certain of the scope and import of the proposed legislation, I am sure the American Federation of Labor will strongly oppose it.

"A further objection is that the proposed bill would legalize company unions and shop representation plans. The

(Continued on page 11)



Yellow Dog Bill Defeated

The so-called "yellow-dog bill" was defeated on the floor of the State Assembly by a vote of 42 to 30. In the 1927 session the San Francisco delegation voted solidly in favor of it when the Assembly adopted the measure 44 to 35, but the bill was defeated in the Senate by a margin of three votes. This is the bill which would make it illegal for a workman to agree with an employer not to join a union, and by means of which labor hoped to force workmen into union organizations.

Two other measures backed by the labor lobby, the anti-injunction bill designed to strip our courts of equity of the power to protect individual and property rights in industrial disputes, and the permit bill which would put the permit system under the penalties of the Cartwright Anti-Trust Act, are still in the Senate Judiciary Committee. After argument by Senator Daniel Murphy, past president of the California State Federation of Labor, and Henry Heidelberg, attorney for the Federation, the Judiciary Committee voted 10 to 2 to lay the bill on the table.

All of this indicates a healthy swing in the attitude of the California legislature toward the problem of industrial relations. The statute books of California should not be used to promulgate the economic doctrines of any single group or interest and legislators who refuse to be brow-beaten by Labor's threats of political reprisals as a penalty of disobedience to the labor lobby's commands are entitled to the support and confidence of the citizenship of the state.

NEW WAGE SCALES EFFECTIVE

(Continued from page 2)

into effect on April first are by no means revolutionary. They carry increases of from twenty-five cents to one dollar per day in twelve crafts and minor reductions in four trades. Copies of the new scales, printed in the last edition of the Bulletin, can be had from either the Industrial Association of San Francisco or the East Bay Industrial Association.

Are They Starting Again?

More than a year ago cleaning and dyeing racketeers attempted to start their plunderbund in San Francisco. Owing to the vigilance of the Industrial Association, with the co-operation of the police, these racketeers were given their walking papers, save with the exception of one who is in the employ of the State Labor Commissioner.

Last month, however, one of the larger San Francisco cleaning and dyeing plants was the victim of an agent of the racketeers. Corrosive chemicals were sewed within the linings of two garments and when these were put through the cleaning process they caused the destruction of all the other suits and garments going through the drying apparatus at that time.

Union cleaning and dyeing racketeers have cost Chicago, Detroit and other eastern cities millions of dollars through their stranglehold upon the cleaning and dyeing industry there. In Los Angeles they have extorted a sum estimated at \$250,000. So far in San Francisco they have not been able to obtain any foothold, but the incident related above would indicate that they have not given up hope.

Needlers

The Musicians' Union of Chicago recently informed all broadcasting stations in its district that hereafter the men that change the needles in the phonographs when records are broadcast must be paid as members of the union—\$90 a week. Officials of the union were rather testy and abrupt about it. They simply served notice that union conditions and the union scale must be enforced, and that the alternative would be a strike.

The next step probably will be establishment of a strict apprentice system that will require the novice phonograph operator to serve four years under the direction of an expert before he can qualify as a journeyman. Then the allied trades will be organized—the Phonograph Needle Sharpeners, the Phonograph Winders, the Phonograph Squeak Eliminators, and so on.



Union Political Tactics

John W. Buzzell is Secretary of the Los Angeles Labor Council.

In the last general elections Assemblyman Badham of Los Angeles defeated a man named Arnold, a labor leader, in the contest for his seat in the Assembly. In the flush of success, and the pressure of business affairs after the election, Assemblyman Badham neglected to file a certificate of his campaign expenditures.

A warrant for the arrest of Assemblyman Badham was issued and a civil action was likewise filed. The warrant was not served, but was permitted to hang over Assemblyman Badham's head. Then John W. Buzzell, Secretary of the Los Angeles Labor Council, went to Assemblyman Badham and said, in effect, if you will vote for the yellow-dog bill, we will see to it that the warrant for your arrest is dismissed and likewise the civil action against you for your failure to file a certificate of campaign expenditures. Man that he was, Assemblyman Badham refused to be blackmailed and exposed John W. Buzzell, Secretary of the Los Angeles Labor Council, likewise revealing to his fellow legislators publicly the backroom political methods of some union lobbyists.

Alien Labor Bill Beaten

Once more there is wailing and lamentation in the ranks of the labor lobby at Sacramento. Another bill on which labor had pinned its hopes went down to a well merited defeat when the Assembly on April 24th by a vote of 30 ayes to 37 noes refused passage to Senate Bill 112, the so-called alien labor bill. Designed to prevent the employment of any but citizens on public works, the bill would have set up a discrimination as between those who had been in this country long enough to become voters and those who had not.

Since these men would, if organized, become members of the State Building Trades Council, Mr. McDonald as President of the Council showed an astonishing interest in Senate Bill 112. But unfortunately, for him, the Assembly thought otherwise. Another of labor's legislative planks remains in the lumber pile of defeated measures.

BEYOND THE LAW

(Continued from page 9)

American Federation of Labor is irrevocably opposed to such legal procedure."

To bring the question home to San Francisco: If the proposed legislation had been on the statute books of California in 1921, the decision of the arbitration board headed by Archbishop Hanna in the building trades dispute would have been enforceable in our Superior Courts and labor could have been compelled to work under that decision. As it was, after attaching their signatures to the arbitration agreement, union officials refused to abide by the decision of the board, which it had agreed to accept, and plunged the city of San Francisco into a general strike in the building trades with 11,000 men walking the streets and construction at a standstill. After all, however, perhaps it was fortunate, because that piece of chicanery broke the union labor dictatorship in San Francisco and gave us industrial freedom.

WHISTLING IN THE GRAVEYARD

(Continued from page 3)

cerned not with union politics but with earning a good living peacefully, may well be concerned over the proposal.

Just why delegates from locals in other cities should have a voice in determining a policy affecting San Francisco craftsmen alone is not clear, unless one understands that it is San Francisco, the lost lamb, that worries the shepherd most. The Building Trades Council apparently wishes a show of strength in the lost stronghold, and wishes to make it at the expense of local workmen. Most of them will resent outside dictation of a course that might make their employment less pleasant and less certain.

But this is all part of the program of whistling in the graveyard. This community has tasted union domination once, and will not willingly accept it again. For the sake of the working union man and of the city, the ambitions of labor leaders might well be subordinated to that fact.



They Never Learn

Again a San Francisco union has demonstrated that labor's assertion that it recognizes the implications of modern industrial processes and desires to participate in the development of a sound approach to problems of industrial relations is a mere show of empty words. Mr. William Green's right hand man for many years has been Mr. Mathew Woll, the President of the Photo-Engravers' International Union. It would be supposed that Mr. Woll and his organization had learned that arrogant and selfish unionism is a relic of a bygone day in American industrial relations. But the strike of 200 photo-engravers in the Bay District on April 24th indicates that fundamentally the trade union movement can no more change its policies and its narrow outlook than can the leopard change his spots.

The development of San Francisco's latest industrial controversy is of special interest because it represents the first serious attempt to secure the establishment of the five-day forty-hour week by any local organization. The five-day week is heralded by the prophets of labor as a panacea for the problems of unemployment. This also is the claim advanced by the representatives of the photo-engravers' organization, but even the most cursory examination of the actual situation indicates that this is only one of those happy bits of camouflage which the leaders of the labor movement know so well how to develop to screen the real offensive which lies back of their program. As a matter of fact, unemployment is almost unknown in the photo-engraving field. The question rather is how much overtime can those now in the industry put in in turning out the necessary work. For the union has so restricted the entrance of new men to the trade, and has so circumscribed the free movement of photo-engravers, that in the San Francisco Bay District there has been a serious shortage of mechanics over a period of years.

For almost two years the representatives of the Photo-Engravers' Association of Northern California and the photo-en-

gravers' unions have been discussing the features of a proposed new agreement. Finally, in October, 1928, an understanding was reached calling for an increase in the minimum weekly scale from \$51.50 per week to \$55.00 and for certain other changes in working conditions.

As an offset to these demands, the union graciously conceded that an apprentice during his first six months of employment would actually be permitted to wash glass plates employed in photo-engraving work, in contrast to previous regulations that during the first six months of his term as an apprentice the young man who wanted to learn the photo-engraving trade would not even be permitted to so much as touch a single piece of equipment or to handle any materials.

Under the rules of the photo-engravers' union, such a contract must, before final signature, be approved by the international officers. The draft form of contract was, therefore, forwarded to International Headquarters and, after some 90 days, was returned with a provision for the gradual adoption of the five-day week.

With the return of the contract an ultimatum was delivered to the employers that they would be given ten days plus forty-eight hours in which to sign the agreement and on their refusal to obey this peremptory and arbitrary demand the men were ordered to leave their places of employment.

A number of the shops are now running with members of the firm who are practical men. New men are being recruited. Some copy for cuts is being sent to out-of-town shops by air mail with amazing success. Already the employers have made a discovery that has opened their eyes. In spite of being out of touch with the technical work of the trade for years through absence from the bench, they find that they are able to turn out at least twice as much work per man hour as was turned out by their best and most experienced mechanics. The reason is not far to seek: there were wilful restrictions of output in order to earn more overtime. They never learn.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:
FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:
S. S. KAUFFMAN
President H. S. Crocker Co.

Secretary:
J. E. CUSHING
American Hawaiian Steamship Co.

Treasurer:
SAMUEL LILIENTHAL
President Haas Bros.

Managing-Director:
ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER Alexander & Baldwin, Ltd.	GEO. W. KELHAM Architect
J. B. BRADY, Gen'l Mgr. Pac. Coast Div. U. S. Rubber Co.	ROBERT A. KINZIE Mining Engineer
COLBERT COLDWELL Coldwell, Cornwall & Banker	FREDERICK J. KOSTER, Pres. California Barrel Co., Inc.
J. E. CUSHING American Hawaiian Steamship Co.	SAMUEL LILIENTHAL, Pres. Haas Bros.
GEORGE S. FORDERER, Pres. Forderer Cornice Works	J. W. MAILLIARD, Jr. Mailliard & Schmiedell
ROBERT B. HENDERSON, Pres. Pacific Portland Cement Co.	ATHOLL McBEAN, Pres. Gladding, McBean & Co.
S. S. KAUFFMAN, Pres. H. S. Crocker Co.	RICHARD S. SHAINWALD, Pres. The Paraffine Companies, Inc.
A. EMORY WISHON, Vice-Pres. and General Manager Great Western Power Co.	

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VIII

No. 3



JUNE—JULY
1929



Captains of Their
Ships



The Racket



Labor and the
Legislature

BULLETIN OF INDUSTRIAL CONDITIONS

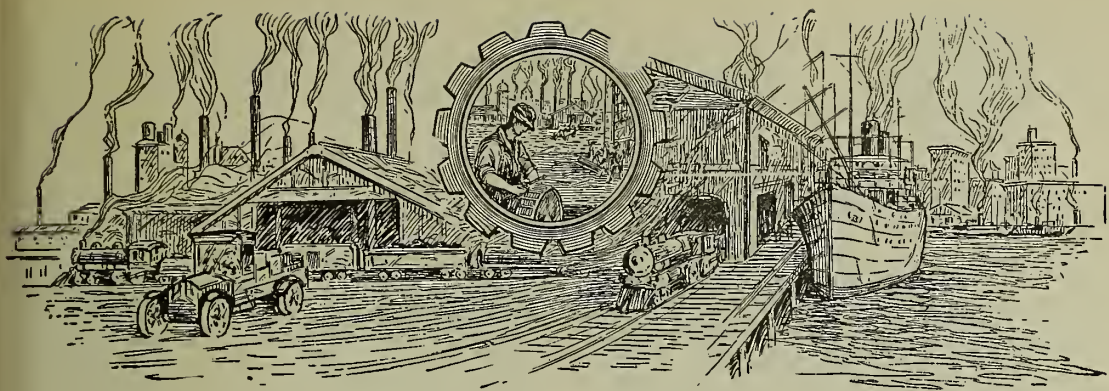
Published by the

INDUSTRIAL ASSOCIATION of SAN FRANCISCO

DIRECTORY OF American Plan Photo-Engraving Plants

The following photo-engraving plants are the only
shops in San Francisco, Oakland or Berkeley which
are operating on the American Plan:

<i>Name</i>	<i>Telephone</i>
ACME ENGRAVING CO. 265 Minna Street, San Francisco	DO uglas 2659
AMERICAN ENGRAVING AND COLOR PLATE CO. 248-250 First Street, San Francisco	KE army 7325-6-7
BINGLEY PHOTO-ENGRAVING CO. 811 Howard Street, San Francisco	DO uglas 2910
CALIFORNIA PHOTO-ENGRAVING CO. 121 Second Street, San Francisco	SU tter 0789
CONTINENTAL ENGRAVING AND COLOR PLATE CO. 156 Second Street, San Francisco	DO uglas 9192
GRAPHIC ARTS ENGRAVING CO. 345 Battery Street, San Francisco	SU tter 0347
LANGER LITHO ENGRAVING CO. 684 Mission Street, San Francisco	SU tter 7223
WALTER J. MANN CO. 563 Clay Street, San Francisco	DA venport 1024-5
MARSHALL-NICHOLS-STACEY CO. 407 Sansome Street, San Francisco	DA venport 6226
NEW METHOD ENGRAVING CO. 680 Howard Street, San Francisco	KE army 6090
SALTER BROS. 138 Columbus Avenue, San Francisco	DA venport 0425
SAN FRANCISCO PHOTO-ENGRAVING CO. 215 Leidesdorff Street, San Francisco	SU tter 4397
STERLING ENGRAVING CO. 1045 Sansome Street, San Francisco	GA rfield 4160
WESTERN PROCESS ENGRAVING CO. 847 Howard Street, San Francisco	DO uglas 3707



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco
Published Bi-Monthly
Subscription Price \$.25 a year, included in annual dues

Captains of Their Ships

It is generally assumed by friends of the trade union movement that its purposes are to improve the economic status of its members and to prevent them from being exploited by selfish and unscrupulous employers. Even its most ardent friends have never argued that its objects were to exploit the employers. High officials of the Photo-engravers' Union, however, have discovered after investigation and analysis of the San Francisco situation following the decision of practically all shops in San Francisco to adopt the American Plan, that the San Francisco local of the Photo-engravers' Union has been pursuing exactly this course. And yet the results of the investigation should not have surprised these same officials since innumerable complaints had been filed with the international officers of the union by San Francisco employers that the local was violating every principle of trade union ethics and was building up a spirit of resentment and animosity among the employers that must, unless curbed, inevitably lead to a break.

In spite of these complaints, investigation of the local situation was not undertaken with the result that practically every employing San Francisco photo-engraver has finally severed all relationship with the Union.

The policy of the San Francisco local

and its officers was to support its members as against the employer irrespective of how unreasonable the acts or demands of its members might be and without regard to the rudimentary principles of fair dealing. The theory on which the Union proceeded was that each of the photo-engraving employers of San Francisco owed a living which would be envied by many professional men, to all the members of the Union, regardless of skill, loyalty or production. Conversely, this theory held that members of the Union in turn, owed nothing whatever to the employers whose investment and assumption of risk had made possible their employment. The most ordinary and proper requests on the part of the employers for reasonable co-operation and assistance were continuously and flagrantly ignored. In its effort to maintain a continuous shortage of workmen in order to build up the wages of those already in San Francisco the executive officers of the Union persistently and invariably refused all requests of the employers looking toward bringing to San Francisco union men to meet the need of such a shortage. Rush jobs which workmen had promised to complete in order to meet a customer's schedule were not infrequently dropped at the most critical point and without excuse. Arrogant and ill-tempered officials, drunk with power,



The AMERICAN PLAN

insisted on injecting their ideas as to how the business of the photo-engravers should be operated and refused to recede an inch from the drastic and impossible conditions which they laid down.

It was not surprising, therefore, that the great majority of the employers, when presented with an opportunity made by the union itself for the termination of these intolerable conditions which had surrounded the trade for more than a decade, joyously accepted the union's challenge and began operations under the American Plan.

The strike has now been in progress for some six weeks. Fourteen shops in San Francisco, all, in fact, with the exception of two, have adhered to their original resolution to operate under American Plan conditions. Because of the fact that the strike occurred during the very peak of photo-engraving activity throughout the United States, the problem of obtaining help was vastly complicated. With the rush of work now out of the way in all photo-engraving establishments, the difficulties of recruiting men are rapidly being solved. The various shops are filling the empty stations at bench and machine as speedily as possible and the expectation that normal conditions will be re-established shortly is proven by the progress which is being made from day to day. Apprentices are being trained in all of the shops and a school is being operated in one of them. Extraordinary progress in the simple phases of photo-engraving work is being made by many of these recruits.

The most gratifying aspect of the entire situation is found in the morale of the several plants. In spite of the obvious difficulties that they are still facing, in spite of the fact that many of them have had to return to the bench after years at the managerial desk, they have all accepted their new status with a certain fierce joy. Each of them states that for the first time in years he has been able to look around his shop with a feeling of pride and satisfaction, knowing that he is a free man and is captain of his industrial ship. For years he has had to take his sailing orders from union representatives and operate with

(Continued on page 8)

Labor and the Law

"You may compromise a matter of wages, you may compromise a matter of hours—if the margin of profit will permit. No man can say with certainty that his opinion is the right one on such a question. But you may not compromise on a question of law, or where there is lawlessness or even arbitrariness. Industrial liberty, like civil liberty, must rest upon the solid foundations of law. Disregard the law in either, however good your motive, and you have anarchy. The plea of trade unions for immunity, be it from injunction or from liability for damages, is as malicious as the plea of the lynchers. If lawless methods are pursued by trades unions, whether it be by violence, by intimidation, or by the more peaceful infringement of legal rights, that lawlessness must be put down at once and at any cost."

This is not a denunciation of labor's plea for immunity from legal process emanating from a corporation attorney engaged in securing an injunction against a striking labor organization with which his company has been having difficulties. It is the matured opinion of a profound legal mind whose disposition and whose acts have shown that he is one of the sincerest and most noteworthy of labor's friends. Mr. Justice Louis D. Brandeis of the United States Supreme Court has again and again in labor litigation expressed his dissent to the conclusions of his colleagues. His dissenting opinions, along with those of Mr. Justice Holmes, have always been carefully prepared and have interpreted constitutional law in the light of what Justice Brandeis has considered to be the changing economic concepts of the time. Justice Brandeis, his deepest sympathies lying with the man who toils, however, recognizes the vital necessity, if our social and political institutions are to be maintained, of denying to labor any industrial liberty which does not "rest upon the solid foundations of law." He indicates in brief and incisive fashion that labor's plea for special treatment and special consideration is without

(Continued on page 12)



When is a Bill Not a Labor Bill?

The adjournment of the Legislature makes it possible to answer this old riddle recast in modern form in an affirmative fashion:—When it is defeated.

When in February the Legislature recessed the labor press throughout the State carried syndicated stories indicating a long list of bills in which labor was particularly interested. Seventy-two measures in all were shown in this schedule which included everything from anti-injunction legislation to railroad signals. A review of the record of the 1929 Legislature shows that of these seventy-two bills thirty-two were passed and forty were defeated, vetoed, died on file or were not considered.

In his review of the results of the late legislative session Mr. Paul Scharrenberg, the Secretary of the State Federation of Labor, lists thirty-five bills which were passed and which constitute Labor's claim to success at the session. Of the thirty-five passed, however, seventeen were not considered as labor bills when the Legislature recessed in February. Likewise Mr. Scharrenberg can only locate twelve bills in which Labor was interested which he thinks of sufficient importance to include in the group of bills which were defeated. The other twenty-eight were apparently lost in the change from prospect to retrospect.

The Secretary of the State Federation of Labor has mellowed considerably since the session of 1927, if his legislative report is any criterion. When that Legislature had adjourned he put forth a sad and doleful message to his cohorts in the labor movement to the general effect that the 1927 Legislature had been the most reactionary in twenty years. At the conclusion of the 1929 session, Mr. Scharrenberg, in a preliminary review of the forty-eighth session, stated that "Organized Labor had its defeats and disappointments, but as a whole made substantial progress."

If the 1927 session was reactionary from Labor's standpoint, the 1929 session should have been considered as super-reactionary. Of the bills upon which labor pinned its principal hope, none whatever

were passed. Of the bills passed for which it takes a substantial share of credit, particularly those affecting workmen's compensation legislation, the various affected interests, through conference, worked out a satisfactory program. On the other hand a long list of vital measures in which Labor was deeply interested because they were largely designed to aid its program of organization or to afford it some preferential position, were all defeated. The bill to prevent the use of the permit system in building trades disputes in San Francisco was never brought to a vote in committee because its defeat was foredoomed. The bill which would have made illegal the use of injunctions in labor disputes, and completely destroyed the power of the courts to enforce their decrees was tabled in the Senate Judiciary Committee by a vote of 10 to 2. The bill designed to make illegal the use of individual contracts under which employees agreed not to join a union failed of passage in the Assembly by a vote of 42 noes to 30 ayes. The measure which would have denied to aliens the right to be employed on public works was defeated in the Assembly by a vote of 30 ayes to 37 noes. Other bills which bulked large in Labor's program and which failed to get beyond the committee stage were the bill requiring one day of rest in seven; a bill providing for the repeal of the criminal syndicalism act; a bill establishing the five-day week for State employees; a bill eliminating all waiting periods under the Workmen's Compensation Act; a bill prohibiting the use of benzol in the manufacture of paint and designed to outlaw the paint spray gun, and some nine bills sponsored by the Railroad Brotherhood, some of which are noted and others of which are ignored.

Among the bills which were adopted and which for some strange reason Mr. Scharrenberg includes under the category of "Labor's Legislative Achievements," three or four are of such a character as to indicate that possibly it was necessary to go far afield in order to fill the list so that it might look reasonably formidable.

(Continued on page 12)



What is a Racket?

The word "racket" has attained a definite place in our American vocabulary. Lifted bodily from the argot of the underworld it now finds itself accepted in respectable society. To the average person it signifies any arrangement of a more or less secretive and illegal character designed to carry on an improper or illegitimate business. It is customarily associated with bootlegging, alcohol running and similar pursuits.

But it is not generally known that the racket as it is customarily practiced, is the latest offspring of the union movement. Nor is it known that the methods which it practices and the procedure which it follows have been the stock in trade of corrupt union building trades officials for a generation. Least of all it is appreciated that most of the rackets can only succeed with the active co-operation and connivance of a union group.

All of these facts are clearly brought out in a new book just off the press entitled, "It's a Racket." This volume outlines dispassionately and from the record the deplorable situation which has existed in Chicago for a number of years and which has resulted in bombings, murders and crimes of violence without number. It brings out beyond question that these anti-social developments in many business lines are intimately associated with the union movement. As one competent observer expresses it, "Closed shop trade unionism is the structural backbone of the racket. The monopoly is made complete by the use of the closed shop forces of labor to force all employers into a single association and then to sustain fixed and exorbitant prices and the allocation of territories among the employers in consideration of dues and assessments levied upon both union and employer members for the benefit of the manager of the racket. His hold upon the game is due to his willingness and ability to resort to violence where ordinary union and association disciplinary measures fail to keep everybody in line, and his association with corrupt politics through which he can probably effect the release of anyone

threatened with punishment for participation in the violence."

Some idea of the terrorism which closed shop organizations associated in the racket game may use upon employers who refuse to sign union contracts can be gathered from a Chicago newspaper dispatch dated May 29, 1929 and reading as follows:

"Early this morning shortly after the M. & S. tailor shop in South Halstead Street opened, four armed men entered and drove the proprietor and his employees into a rear room. They then produced jugs of acid which they poured over all the clothing on the racks and tables. They also put the wrapped bolts of stock on end and saturated them with acid.

"A. Marks, one of the owners, says that M. & S. has been operating as an open shop but has not been involved in any labor union troubles. Police, however, are of the opinion that perhaps the demands from the racketeers had not been met."

Such are the benign and humanitarian methods employed by these leaders in the labor movement to improve the conditions of the downtrodden working man. These labor-racketeer conspiracies prove, on analysis, to be not at all concerned with improving the conditions of the worker but to be very much concerned with improving the size of the bank roll of the labor boss. His only interest is to guarantee the continued flow of tribute. To assure this end he resorts to sabotage, violence, and, if necessary, murder.

San Francisco has been practically free from the racketeer. About a year ago the cleaning and dyeing racket thrust up its ugly head here and was crushed in a day through the courageous action of employers and the co-operation of the police authorities. But the racketeer is looking with hungry eyes at the untouched possibilities of the West. San Francisco industry must be prepared to meet his assault with determination and courage when he attempts, as he inevitably will, to fasten his corrupt tentacles on this community.



A Sour Note

The American Federation of Musicians has been in session at its annual convention in Denver. Much of the time was devoted to a consideration of what they were going to do in connection with the amazing spread of the talking motion picture. One course at least remained open to them: the inalienable privilege of all American conventions to adopt resolutions when no other course is available.

And so the musicians, after deep cogitation and profound thought, evolved a resolution from which the following significant and slightly amusing paragraph may be quoted:

"Mechanical substitution means a profanation of the art of music. We discern in the current effort to introduce mechanical music in the modern theatre and in the elimination of the long established theatre orchestra a perversion which constitutes a fatal blow to musical culture, a deadening of the sense of public appreciation and an indefensible deprivation to the American home."

Even the most causal thought in connection with the advent of the speaking film indicates the complete futility of this gesture of the musicians. No group in America is more subtly attuned to public tastes than are the purveyors of motion picture entertainment. If people wanted human orchestras instead of mechanical music and talking pictures it seems reasonably obvious that the millions of dollars expended for studios and for recording and projecting equipment would not have been invested. But neither appeals to the "American home" nor charges of "profanation" and "perversion" are going to stay the march of progress. Crude as the talkies are in many instances, the public likes them and it is perfectly willing to forego the pleasures which the Musicians' Union has purveyed during its years of strangling the theatrical business, in favor of the newer and more modern substitute. Had the musicians been a little more solicitous for the welfare of the theatrical industry and a little less solicitous as regards their own financial

welfare the motion picture world might have turned a little less vindictively and a little more slowly to mechanical music. The motion picture made the Musicians' Union just as it is now unmaking it, but in the last analysis the real destructive influence lay with the American Federation of Musicians itself.

For this organization to complain of profanation of the art of music and of "a fatal blow to musical culture" is an amazing commentary on the intelligence of its leadership. Music has never been profaned as it has been by the motion picture orchestras which were willing at any time to degrade fine music under the baton of a fake conductor and to ignore completely the art which they now attempt to defend.

If the logic of this incredible resolution was carried to its extreme application it would of course mean that the radio, the phonograph, and other mechanical means of musical reproduction have all tended to lower the musical appreciation of the American public. Of course the precise contrary is true and none know it better than the gentlemen who drafted this resolution but who see in the growth of the talking motion picture a crumbling of the edifice which they have so laboriously built and a loss of the delightful and highly remunerative jobs which they have held for so long.

Management

The key to sound industrial relations is, in the last analysis, good management. Poor management leads almost invariably to abuses of personnel—for a business that can not take proper care of its problems of finance and the bare mechanics of an enterprise, can hardly be expected to handle properly the far more intricate problems of human relationships. Generally where labor problems are found or where unions are able to make themselves strong it may be set down as axiomatic that management is weak.



ONE OF AMERICA'S LARGEST AND FINEST MOTION PICTURE HOUSES,
THE NEW FOX THEATRE, BUILT AMERICAN PLAN

The AMERICAN PLAN



A Slogan for the A. F. of L.

Should the slogan of the American Federation of Labor, adopted at the New Orleans convention of 1928, be put into effect as the result of some unforeseen development, more than 2,500,000 American workers would find themselves basking in the radiance and glory which emanates from the organized labor movement in this country. For the embattled hosts of American trades unionism resolved that the basic program for all constituent organizations for 1929 would be to "double the membership."

That this slogan is nothing but a typical bit of union hokus pokus is evidenced by the most cursory consideration of the present composition of the membership of the various unions affiliated with the Federation. Approximately a third of them, or in round numbers 1,100,000 are members of the various building trades unions. Some 400,000 more are claimed by the United Mine Workers of America. As many more are affiliated with the railroad service unions that comprise the various classes of railroad employees not affiliated with the four great Railroad Brotherhoods which are not members of the Federation. The total comprised in these three groups is well above 60 per cent of the entire membership.

With the decline in building operations which is universally observable throughout the United States at the present time it is certain that no increases in union membership will take place in this group. The claim of the United Mine Workers to 400,000 members is extremely dubious in view of the fact that the bituminous fields have practically all abandoned operating with union crews, leaving only the organized anthracite fields as the remnant of a once powerful union. To believe that any substantial number of members are to be added to the railroad service unions is inconceivable since practically all of the railroad employees are already members of their respective organizations.

The task of the Federation organizers, then, to double the membership must be confined to the various miscellaneous unions.

(Continued on page 12)

Reaping the Whirlwind

Ever since the War, textile mills have been forsaking the North and moving to the South in order to obtain what they have been pleased to call better labor conditions. The South has been advertising extensively that it was free from labor troubles. But within the past sixty days a wave of labor disturbances has swept the Piedmont areas of the Carolinas and the mill towns of Tennessee in a fashion that threatens the continuance of the growth of the textile industry in these states.

Suddenly and happily freed from the unreasonable demands of the organized textile workers of the North, the mill owners who established their plants in Southern states took the easy but unintelligent course. They believed that because they were afforded freedom from union control that this freedom meant that they were at liberty to operate their plants in any way that they might see fit. Wages were notoriously low, hours were incredibly long and if newspaper reports are to be believed, conditions were unbelievably bad.

It is one of the first laws of physics that every action is accompanied by an opposite and equal reaction. Failure to recognize this law in engineering leads to immediate and inevitable disaster. Failure to recognize this law in human relations will also inevitably lead to disaster although it will not be as sudden and precipitous as in the case of a bridge or a building.

These Southern cotton mills have been operating under what they have mistakenly called the open shop. They have willingly assumed every advantage which industrial freedom affords, but they have failed to accept a single obligation which it imposes.

Industrial freedom does not mean lower wages, longer hours, poorer working conditions, failure to understand the needs of the worker. Those who do not recognize in it the opportunity for improved standards for all are unworthy of enjoying its advantages.

The Southern textile mills stand as a living example of everything that indus-

(Continued on page 12)



The AMERICAN PLAN

Musical Stench

A student of aesthetics once remarked that the development of one artistic faculty tended to sharpen the other senses proportionately. This gentle student of the human race evidently did not know some members of the Musicians' Union. For it appears that a development of the musical sense dulls the moral sense considerably and deadens the olfactory sense entirely. No other explanation can be offered for the series of outrages which have taken place in the San Francisco theatres which have dispensed with members of the Musicians' Union.

It is openly charged that since the musicians have discovered to their dismay that the theatres could get along very nicely without them they have retaliated by spilling at frequent intervals in the various houses so operating in San Francisco vile smelling liquids designed to drive from the house such patrons as might consider that the management knew what it wanted when it gave them talking pictures.

Here we have an example of trade unionism in its lowest, most despicable and degraded form. Nothing could be a clearer indication of the fatal weakness of the musicians' position. If motion picture theatre patrons wanted orchestras their disapproval of the change to sound pictures would be instantly expressed by reduced attendance and the orchestras would inevitably be restored. But the musicians know that this is not the case and their only hope is to induce a forced falling off in attendance by driving patrons from the motion picture houses through the use of evil-smelling chemicals.

Fortunately the motion picture managements have learned to cope with this particular situation and it has caused but little disturbance to theatre patrons.

Recently a woman was caught in the act of emptying a bottle of chemicals on the upholstery of a davenport in the lobby of one of the theatres which has been having difficulty with the theatrical crafts. Questioning by the police brought out the fact that she had been employed to do this particularly admirable job by a motion picture operator employed in one of

the large downtown theatres. A signed confession was obtained from her to this effect and on the basis of this confession the motion picture operator was arrested. Bail was obtained for both and then by a strange and most fortuitous circumstance the woman disappeared.

Meanwhile these purveyors of art in chemical form have apparently realized that the course which they had previously pursued was a suicidal one. Since the Nasser Bros. gave notice to their musicians that they would dispense with their services a number of other neighborhood houses of a similar character have taken the same step. In these latter instances instead of calling out all of the other members of the theatrical crafts, including the motion picture operators, the union has consented to leave an organist in the house who is a member of the organization and to permit the motion picture operators to remain at their posts. But because the Embassy Theatre and Nasser Bros. had the courage initially to take this step they still are under the ban. Stink bottles are emptied in their houses and the streets in the neighborhood are littered with handbills and placards announcing that their houses are unfair to organized labor.

The musicians' effort to force themselves on the public and the theatres through what might be called olfactory intimidation remains effectually answered by the continuance of capacity houses at all of the affected theatres.

CAPTAINS

(Continued from page 2)

union men. For years he has seen many of his employees take out of the business a larger amount each week than he could afford to pay himself. For years he has seen restriction pile upon restriction and has viewed mounting costs that threatened the continuation of his business because they represented a standing invitation to the purchaser of engravings to turn to some substitute process. He now feels that under the American Plan he can look forward to the future development of his business with certainty and satisfaction.



Consistency

In the late winter of 1927 and early 1928 Frank C. MacDonald, the President of the State Building Trades Council, used his personal organ "Organized Labor" to attack the Industrial Association and to charge that its program of industrial relations in San Francisco was solely and exclusively responsible for the unfortunate conditions of unemployment which prevailed at that time. Week after week the columns of his paper were filled with amazing misstatements and unbelievable twisting of facts. On one occasion a list of every bankrupt in the 42 counties of Northern California during the course of the preceding year was published and it was charged that each of these was a San Francisco bankrupt and that all of these failures had been due to the adoption of the American Plan in the San Francisco building trades.

Mr. MacDonald's memory, however, is proverbially short and he has forgotten entirely his unemployment program of a year and a half ago. Is this because unemployment in San Francisco has materially improved since that time or is it because Mr. MacDonald continues in his policy of notorious inconsistency? The answer is contained in the "American Federationist," the official publication of the American Federation of Labor which issues monthly data on unemployment. When Mr. MacDonald's campaign was at its hottest the Federationist reported that 14 per cent of the trade union members in San Francisco were unemployed. Fourteen months later 13 per cent were unemployed and for the entire year of 1928 the percentage varied from month to month between 13 and 14 per cent.

If the American Plan was responsible for the unemployment conditions of January, 1928, it was of course equally responsible for the unemployment conditions in January and February of 1929.

If Mr. MacDonald were as anxious to give the facts as he is to make an impression he would have stated that in Cleveland, Ohio, where all the building trades are thoroughly and completely organized, that the percentage of unemployment has been almost three times that in San Francisco during the entire course of 1928 and

Jurisdictional

John D. Rockefeller's benevolences extend from one end of the world to the other. His latest undertaking is the construction at Tarrytown, New York, of a 300 family co-operative apartment house in which attractive living accommodations will be afforded to those with modest incomes.

Report now comes that work on this enterprise has been stopped through one of those amazing inter-union quarrels which have been a blight on the building business wherever closed shop conditions prevail.

The masonry contractor decided that brick for this job should be laid from the inside. Comes Thomas Harten, business agent of Bricklayers' Local No. 27 and decrees that the master mason shall not determine how he shall best lay the brick but that they must be laid from the outside. Finding the masonry contractor of the opinion that he knew best how he wanted his brick laid Harten orders all of the bricklayers off the job. The distracted masonry contractor, faced with the necessity of complete stoppage of work or unwilling acceptance of the union's demand, orders his hodcarriers to erect a scaffold on the outside. Because this scaffold was made of wood, the carpenters refuse to continue with their portion of the work unless they are permitted to erect the scaffold. Building stops. Two hundred mechanics walk the streets. Three hundred families gaze with longing at the empty shells of what were to have been their homes.

1929. Similarly in New York, Philadelphia, Seattle and numerous other cities which give complete allegiance to the building trades to the American Federation of Labor, higher percentages of unemployment prevail than are to be found in San Francisco.

Unemployment is a frightful social calamity. If only one man is unemployed that may easily be a tragedy. But if Mr. MacDonald were more sincerely concerned with the tragedy of unemployment and less concerned with trying to bolster up his organization's waning strength, his contribution to the unemployment problem would smack far less of hypocrisy and far more of sense.



Victory in Shipowners Case

The Supreme Court of the United States on May 20th denied the application of Anderson, the plaintiff, in the case of Anderson vs. Shipowners Association of the Pacific et al for a writ of certiorari. This order followed the decision of the Circuit Court of Appeals affirming the District Court in its findings for the defendants in this case. The decision of the Supreme Court ends a prolonged period of litigation extending over a matter of five or six years and involving the right of the Shipowners Association to maintain employment bureaus from which the several shipowners obtained sailors and other sea faring employees. It was alleged by the plaintiff in this action, who, admittedly was acting for the Seamen's Union of the Pacific that the operation of these employment bureaus, one in San Francisco and one in San Pedro, denied to seamen a freedom of choice as to the selection of ships upon which they would sail, or the employees for whom they would work. It was further alleged that since all the ships of the defendants were engaged in interstate commerce that the operation of these employment bureaus constituted a restraint of trade and was in violation of the Sherman Act.

The District Court originally sustained a demurrer to the original complaint and its action was in turn affirmed by the United States Circuit Court. The case was then taken to the Supreme Court of the United States and on the pleadings then presented the court held that there was a sufficient showing to warrant a trial of the action and the demurrer was thereupon overruled and the case ordered back for trial. The lower federal courts both found for the defendants and the action of the Supreme Court in denying the application for the writ of certiorari definitely closes the history of this prolonged litigation.

Fundamentally the case was an effort on the part of the Seamen's Union to re-establish itself as the sole source from which seamen and other maritime employees could be recruited. Prior to 1919 it occupied this position and its demand made the cost of ship operation so pro-

The Legislative Flood

In a session marked by the prolonged consideration of the tax bills and by the weeks spent in the futile trial of Judge Hardy, the Legislature still managed to find time to pass some 1,118 bills. Many of these bills are undoubtedly good, some are inevitably bad and many must be faulty because of the press of legislative business and the physical impossibility of giving proper and adequate consideration to any program involving such an enormous mass of technical, legal, financial, and economic questions as are comprised in these more than 1100 measures. The Governor has already had to veto a number of bills because of faults due to hasty consideration, and it will be a miracle, indeed, if among the scores of bills passed in the last few days of the session there are not many others which contain serious faults.

The California situation with its plethora of measures certainly stands out in vivid contrast to the situation which prevailed in Missouri, where on account of the opposing political complexion of the two houses but two measures of consequence were passed during the entire course of the session which was even longer than that in California. The Typographical Union should proceed to organize the Missouri legislature on a more satisfactory basis. There will be no business for the code publishers in Missouri this year.

hibitive that they constituted a serious threat to the very existence of intercoastal shipping enterprises. Unable to cope with the superior service afforded by the bureaus operated by the Steamship Owners' Association and unable to secure a monopoly of the labor market the Seamen's Union resorted to litigation in an effort to re-establish its supremacy on the Pacific Coast. The decision of the Supreme Court guarantees the continuance of freedom of industrial relations in the maritime field.



The Labor Vote

One of the most amazing and certainly the most useful myth which the trade union movement has been able to develop as an aid to its operations and practices has been its steady and persistent fostering of the idea that politically there was a standing threat to those public officials who did not obey the behests of labor—the labor vote. Spineless politicians have been coerced into jumping through labor's legislative hoops. Politically minded judges have ignored their oaths of office and have supinely bowed to the will of some arrogant and immoderate labor official. District attorneys have quailed at threats of labor reprisals and have refused to prosecute or have only made a gesture at the prosecution of cases growing out of labor disputes.

As a matter of fact all of these fears and all of these political wobblings have been without substantial foundation. The threat of reprisal from the labor vote has been backed with nothing more tangible than the power behind the immobile face of a poker player who bets his stack on a pair of deuces.

The chimera of the labor vote has been built up over a period of years by astute and clever manipulation of political returns and by a wise and foresighted handling of political endorsements. If a labor organization confines its endorsements to candidates whom it is reasonably certain will be elected under any circumstances it finds no great difficulty in pointing with pride to the effectiveness of its political endorsement policy.

That even politicians are finally becoming convinced of the impotence of labor's self-styled leaders to deliver a block of votes for or against any candidate for office is becoming increasingly evident with each session of the state legislature. The old bluff has become worn out and bedraggled with too frequent use. The dire consequences to follow on refusal to obey labor's whipcracking have too often failed to materialize. When once those in office realize that labor's political influence is confined to the votes of those who hold office in labor organizations the greatest element in the strength of the labor movement will have been removed.

That Musicians' Injunction

Possibly the shortest restraining order on record was obtained by the Musicians' Union for a few hours in its effort to force back on a number of motion picture houses that had dispensed with the services of its members, these same ex-employees. One day the Superior Court here issued an order for the proprietors of the affected houses to show cause why a restraining order should not be issued and on the following morning the order was vacated.

The situation is only of secondary interest in indicating the lengths to which the Musicians' Union is going. The chief lesson to be learned from this abortive effort is that when labor rails against injunction judges and the use of the injunction in labor disputes it does so with its tongue in its cheek. What it objects to is not the use of the injunction with its claimed arrogation by the court of legislative rights. The fundamental objection lies in the fact that because a union and its members during an industrial dispute invariably violate the law it wants to be free to do so with impunity.

When, however, as in this case, labor believes that an opportunity presents itself for the application of the injunction in order to aid it in its own peculiar and devious program it is not at all adverse to using the weapon which it so vigorously and continuously condemns. If labor did not resort to violation of the law when industrial disturbances are in progress it would have nothing to fear from the injunction. But it does fear and detest the injunction most deeply and heartily because it is the only effective weapon which employers have to meet the violence and destruction in which labor indulges in an effort to achieve victory at any cost.



The AMERICAN PLAN

LABOR AND THE LAW

(Continued from page 2)

justification wherever and whenever labor concludes that its peculiar needs and interests warrant it in taking the law into its own hands. "Lynchers" and "anarchy" are strong words—words that carry a horrible connotation, yet they convey comparisons whose meaning cannot be misunderstood.

Coming as it does from such a high authority, an authority whose sympathies with the aspirations of labor have been expressed on so many occasions, this reaffirmation of the fundamentals of American industrial liberty are heartening, indeed. Humanitarian that he is, Justice Brandeis demands of labor that same respect for the law and that same consideration by the law which have become universally recognized as the very foundation of our institutions.

We commend Justice Brandeis' statement to public officials who have taken the position that labor's plea for special consideration is warranted and that collective action in pursuit of an industrial dispute is to be viewed in a different legal light than individual action in a private dispute. If these same officials recognized and clearly kept in mind the necessity for forcing labor to observe the same relationship to the balance of society as individuals who are not members of labor are forced to maintain, labor's attempts to dominate industry by legal strangulation would be shattered for all time.

LABOR BILL?

(Continued from page 3)

Labor claims as one of its "achievements" the passage of the general amendments to the Motor Vehicle Act. Another claimed labor bill provides for the sanitation and ventilation of public garages, while a third relates to the publication of text books by the State. A resolution urging the Inter-State Commerce Commission to regulate inter-State motor bus operations is also claimed as a glorious labor victory.

In spite of efforts to present a good front and make it appear that the impressive group of labor lobbyists fared well, the fact remains that for Labor this was a comparatively sterile and barren session.

A SLOGAN

(Continued from page 7)

Is the Federation going to attempt to organize the steel industry again? Is the automotive industry, which has always looked with an amused tolerance at the brave organization resolutions of the Federation to be the battle ground on which the Federation's efforts are to center? What is going to make up for the losses in the theatrical groups due to the advent of the talking pictures, or in the printing trades due to the steady and persistent development of the American Plan? As a matter of fact the program to double membership is nothing but a pious wish, a brave front put up by the officials of the Federation in the face of an insuperable organization problem. They well know that the trade union movement in this country is static, that it has not made a substantial gain in five or six years, because its technique has become antiquated and outworn in the face of American industrial progress today.

But they are members of a politico-economic hierarchy. They must do something to warrant their assumption of the toga of leadership. They are obviously unable and unwilling to assume the risks involved in a constructive program. They, therefore adopt a resolution which binds no one, but which impresses the uninformed and the gullible. Instead of searching for the basic factors which have caused a loss of approximately 1,000,000 members since 1921, and which have prevented growth of the affiliated organizations during the past three or four years, an empty slogan is the Federation's only answer to the rebuff which it has received when it has knocked at the gates of American industry.

REAPING WHIRLWIND

(Continued from page 7)

trial freedom does not imply. It is inevitable that, blinded and ignorant of the fundamentals of a sound industrial relations policy, these mills having sown the wind are now reaping the whirlwind.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

S. S. KAUFFMAN
President H. S. Crocker Co.

Secretary:

J. E. CUSHING
American Hawaiian Steamship Co.

Treasurer:

SAMUEL LILIENTHAL
President Haas Bros.

Managing-Director:

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

GEORGE S. FORDERER, Pres.
Forderer Cornice Works

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Pres.
Haas Bros.

J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

RICHARD S. SHAINWALD, Pres.
The Paraffine Companies, Inc.

A. EMORY WISHON, Vice-Pres. and General Manager
Great Western Power Co.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VIII

No. 4



AUGUST
SEPTEMBER
1929



Power or Service?

1

Equity Withdraws

1

A Question of
Economics

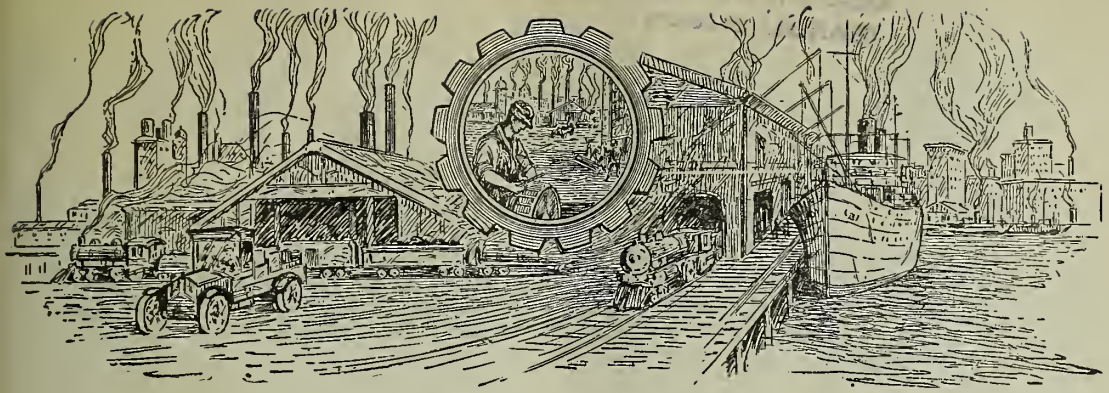
BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

DIRECTORY OF American Plan Photo-Engraving Plants

The following photo-engraving plants are the only
shops in San Francisco, Oakland or Berkeley which
are operating on the American Plan:

<i>Name</i>	<i>Telephone</i>
ACME ENGRAVING CO. 265 Minna Street, San Francisco	DO uglas 2659
AMERICAN ENGRAVING AND COLOR PLATE CO. 248-250 First Street, San Francisco	KE arny 7325-6-7
BINGLEY PHOTO-ENGRAVING CO. 811 Howard Street, San Francisco	DO uglas 2910
CALIFORNIA PHOTO-ENGRAVING CO. 121 Second Street, San Francisco	SU tter 0789
CONTINENTAL ENGRAVING AND COLOR PLATE CO. 156 Second Street, San Francisco	DO uglas 9192
GRAPHIC ARTS ENGRAVING CO. 345 Battery Street, San Francisco	SU tter 0347
LANGER LITHO ENGRAVING CO. 684 Mission Street, San Francisco	SU tter 7223
WALTER J. MANN CO. 563 Clay Street, San Francisco	DA venport 1024-5
MARSHALL-NICHOLS-STACEY CO. 407 Sansome Street, San Francisco	DA venport 6226
NEW METHOD ENGRAVING CO. 680 Howard Street, San Francisco	KE arny 6090
SALTER BROS. 138 Columbus Avenue, San Francisco	DA venport 0425
SAN FRANCISCO PHOTO-ENGRAVING CO. 215 Leidesdorff Street, San Francisco	SU tter 4397
STERLING ENGRAVING CO. 1045 Sansome Street, San Francisco	GA rfield 4160
WESTERN PROCESS ENGRAVING CO. 847 Howard Street, San Francisco	DO uglas 3707



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco
 Published Bi-Monthly
 Subscription Price \$.25 a year, included in annual dues

Power or Service?

With this heading the August issue of "Law and Labor," published by the League for Industrial Rights, proceeds to analyze a recent article coming from one of the American Federation of Labor's principal spokesmen. So trenchant is the criticism of labor's position and demands that the article is reproduced in full below.

Mr. Matthew Woll, vice-president of the American Federation of Labor, writing in the June and July issues of Nation's Business, makes an admirable plea for an industrial order that shall be free and self-governing, and which can only be realized if industry recognizes that its function must be secondary to the service of the commonwealth upon whose existence it depends. In short, industry must recognize the legitimate interests of all involved, investors, wage earners, and consumers. It must be sufficiently democratic in its point of view to develop a method for allowing each of these elements to be heard and their interests to be legitimately reconciled. In the measure in which it serves all these elements fairly it will grow in power. Failing in this, it must be limited in its power by the government's regulatory power.

In this point of view, it seems hardly possible that anyone can disagree with

Mr. Woll. But in his application of his views, he expresses surprise that employers do not recognize the validity of collective bargaining with the existing trade union order.

Yet if industry must make its way to power on the open highway of service, how else shall trade unionism work its way to power? If the trade union movement is simply a bid for power on the part of those who operate it nobody with the public interest at heart has any more use for the trade union than for any other device for securing power for power's sake. On the other hand, if trade unionism is primarily an instrument for service, the question simply is: How well does it serve? If the medium of the service is a collective bargain, it cannot serve only one side in the bargain and oppress the other side. Just as Mr. Woll demands that industry serve everyone who is affected by it, so must the trade union. Yet he fails to comment upon this duty of the trade union, although he seems to sense it in the following paragraph:

"I am at a loss to understand why the modern employer regards the union of workmen as if he were living in the seventeenth century. The employer today who refuses to see what modern unionism can accomplish either must regard himself as a Napoleon in his sphere, or he must re-



The AMERICAN PLAN

gard the employes as a group of potential bandits."

This fits the situation very well indeed. There are, of course, employers who harbor the Napoleonic illusion. They are a social nuisance, just like men in other walks of life who are bumptious and autocratic. Happily, the larger the enterprise the greater is the judgment required in the conduct of its affairs, and the greater are the number of the people interested in maintaining its success. The larger enterprises do not afford room for many men with the Napoleonic complex.

On the other hand, there are many employers who regard their employes, if allowed to come under the leadership of the trade union movement as practical experience has revealed it, as being led by potential bandits. It is not their employes they fear, but the autocratic use of the economic power which their employes represent by men who are interested in power and money and not in the industry which affords them employment. It is not the animus of their employes or the theory of organization which they fear. It is the actual record of autocratic unionism and selfish trade unionists.

There is the incident of the hatters' union, which demanded of the Danbury hatter that he compel his employes to join the union or discharge them, and when he refused to do either and left it to them to do as they pleased, the union endeavored to ruin his trade by pursuing his hats with the stigma of the boycott from one end of the continent to the other.

There is the case of the machinists' union which blew its whistle in Battle Creek in the doorway of manufacturers of printing presses. When 95% of his employes refused to answer the command of the union, the entire strength of trade unionism was mobilized to prevent his being able to install a press which he had sold, and even to exhibit his presses for sale at the printing press show in New York City.

There is the case of the stone-cutters who failed to agree with the Bedford limestone quarrymen upon the renewal of a contract for quarrying stone, and then because they could not have their own way, they placed fines and penalties on every

member of their union who, however satisfied with his employment and with his employer, dared to trim stone anywhere in the United States which came from Bedford.

There is the case of the electrotypers' union, Mr. Woll's own union, here in New York which, not many years ago, wrote a letter to the employers telling them peremptorily how many days' credit they might allow their customers.

There is the case of the Brotherhood of Locomotive Engineers which attempted to oust a member and his friends and supporters and destroy his contract with the union for benefits which had been built up through a lifetime of work, because he was honest enough to testify under subpoena before the Interstate Commerce Commission as to the truth of what he believed in opposition to the wishes of the late chief of the Brotherhood.

There is the case of the employer with a contract to erect his product in a building under construction, willing to employ union labor at union rates, and not allowed to employ members of the craft whom he regards as best fitted to do his work without the possibility of fighting a strike by one or more of the unions because he did not employ members of some other craft.

There is the case in New York, not yet finally adjusted, of the electrical workers who call strikes on a union employer because he gave testimony under oath before a legislative committee which did not please the business agent of the union.

There is the case of the theatre with small patronage whose box office is picketed by the federation of musicians because the theatre will not employ as many musicians as the union decides it must employ, and there are the cases of the motion picture theatres and small stores operated by the owner and members of his family whose doors are picketed by antagonistic and sometimes vicious men because the owners will not employ men whose services they cannot afford.

There is the case of the coal industry which by the power of the union, had forced costs and prices to a point where

(Continued on page 12)



A Question of Economics

A fundamental and apparently ineradicable fallacy pervades the thinking of all trade unionism. This fallacy revolves around the failure to distinguish between wage rates and wage costs. Nowhere is it better exemplified than in a statement appearing in the August, 1929, issue of the American Photo-Engraver, the official publication of the International Photo-Engravers' Union and emanating from the strike committee in San Francisco. This statement is so typical of warped union logic that a portion of it is reproduced here.

"While the Industrial Association of San Francisco is appealing to the public for support in opposing our organization, on the plea that their fight against our organization is being waged for the purpose of keeping down the cost of engravings to the buying public, the employing photo-engravers who are represented by the Industrial Association of San Francisco and who are contending that the adoption of the forty-hour, five-day week would increase the cost of photo-engravings to a prohibitive degree, are now making exorbitant wage offers to their striking employees, members of our organization, in a desperate effort to weaken opposition in San Francisco, openly admitting that without the services of our members they cannot successfully operate their plants. If wage increases necessitate increasing the price of the manufactured commodity, as we have been taught, it does not require a mathematician to determine how the additional revenue will be obtained to meet increased wages in this instance."

It is of course undeniable that any employer, whether he be in the photo-engraving business, the foundry business, the machine shop business, or the oil business, is willing to pay high wages to thoroughly competent and especially skilled men. Such men are the real money makers. What the employer objects to is, first, the raising of the wages of incompetents through union pressure; second, the continued limitation on the number of mechanics so that these artificial levels may be maintained for the incompetent;

and, third, and most important of all, the conscious and wilful limitation of straight time work in order to build up overtime "gravy." All of these practices the local photo-engravers' union resorted to in its short-sighted and selfish program, a program which completely disregarded the needs of the industry. The entire union organization was riddled with what the trade had come to call graphically, if not euphemistically, "gravy hounds." The union's demand for the inauguration of the forty-hour, five-day week, would inevitably have meant the accumulation of more overtime and the cutting down of straight time production during the first five days of the week in order to obtain overtime "gravy" on Saturday morning. Had the photo-engravers' union been directed with sufficient intelligence so that its members were made to realize that high production on their part was the only source from which high wages could continually be paid on the employer's part, and had it consciously striven for this objective rather than its exact opposite, the difficulty with their employers might never have occurred.

As to the strike itself, everyone connected with the industry, with the exception of the officers of the photo-engravers' union, is willing to admit that it has been totally and irrevocably lost. That even these officers are also secretly of the same opinion is fairly obvious from the tactics which they have recently adopted. For example, it was freely stated prior to the meeting of the American Photo-Engravers Association—the national employers trade association which met in San Francisco the early part of August—that the International officers had made arrangements for the settlement of the San Francisco difficulty during the course of this convention. Since the American Photo-Engravers' Association is composed of both union and non-union employers and since it specifically and directly forbids the discussion of labor questions at its conventions it was obvious that this promise was neither more or less than a piece of bald prevarication designed to hold in line members of the



The AMERICAN PLAN

union who were beginning to waiver in their allegiance.

The only answer, if answer it could be called, of the American Photo-Engravers' Association to the promises of the union officials was as unexpected to them as it must have been startling. Up to this time the American Plan shops in the National Association have never been represented by more than one of the eight members of the National Executive Committee, but at the San Francisco convention the decision was reached to place three open shop employers on the committee.

When the photo-engravers' convention failed to take any action a new rumor was circulated. It was confidentially whispered in union circles that at the meeting of the International Union which opened in New Orleans on August 19th, some magic formula would be devised which would settle once and for all the San Francisco difficulty. Obviously the local situation has long since passed out of the hands of the International and its officers know that San Francisco as a result of the short-sighted mismanagement of local union officers has been lost to the union for all time. In order to bolster the waning loyalty of the union members here it is not unlikely that it will next be announced that at the meeting of the Executive Committee of the International to be held within the next few weeks that a solution of the San Francisco difficulty will be worked out.

As a matter of fact San Francisco photo-engraving employers are utterly and completely indifferent to any action which the photo-engravers may take. They are far from "admitting that without the services of our members they cannot successfully operate their plants." Their shops are completely manned. Even the most technical positions have been filled with thoroughly competent employees. Work of the most difficult character which may have temporarily caused them trouble is now being turned out with the same quality and the same service that made San Francisco famous in photo-engraving circles throughout the United States. Should the union vote to permit its men to return to work tomorrow under any terms and conditions they could ob-

tain it is doubtful if many of them would be re-employed.

One other dire prediction has been freely made by officers of the union. This was that the local employers would shortly tire of their experiment with the American Plan because of the fact that it would be so costly that they would all go broke. The San Francisco employers rather effectively answered this gratuitous insult to their ability as business men by purchasing in excess of \$50,000 worth of photo-engraving equipment at the exhibit which was an interesting and instructive adjunct of the employers' convention.

As indicative of the constructive work which is being carried on, there has now been worked out a comprehensive plan for the training of apprentices in this trade and the several shops are co-operating in an effort to develop this additional group of highly skilled mechanics for expanding local requirements.

The San Francisco strike has been a matter of nation-wide interest in the photo-engraving trade. The fact that San Francisco is now a free labor market is known from one end of the land to the other with the result that mechanics who have always wanted to visit California and possibly locate here are applying for employment.

In communities where employers were unwillingly forced to accept the forty-hour, five-day week the first trial period of two months closed on September 1st. Reports reaching San Francisco and reports of those who attended the employers' convention indicate that the owners of those shops which are operating on this basis are looking forward with fear and trepidation to the future because they have already recognized that the changed work week has materially increased their costs and will, with its extension throughout the balance of the year, place them at a very real disadvantage as compared to shops operating on a forty-four hour week basis. But as September 1st arrived in San Francisco the fourteen shops which went on the American Plan four months ago are looking forward to the future with both hope and confidence assured of the opportunity to

(Continued on page 8)



Equity's Strategic Withdrawal

Mr. Frank Gillmore, President of Actors Equity Association, has relinquished his Los Angeles hotel accommodations and has packed his bags and gone home. No longer is Hollywood to be graced by his presence. The even tenor of motion picture production can now proceed apace without the black spectre of a general strike continually facing both producers and performers. Equity's order that none of its members might obtain employment in Hollywood except under the terms of its own contract on and after June 5th has been completely withdrawn and those who were unable or unwilling to secure employment on account of the disrupted conditions which marked the ten weeks of controversy between the producers and Equity can again work at their profession.

Mr. Gillmore states that he has only temporarily withdrawn from the field and that he will return within two or three weeks to "renew the fight." During the war the several intelligence departments issued communiques in which such movements were generally characterized as "strategic withdrawals." As we learned to read between the lines of such statements, we learned to interpret this phrase to mean "retreat."

And retreat it was from a strategic position which had become absolutely untenable. The facts in the case were known to so few outside the parties directly involved that a recitation of them is necessary in order to understand the real significance of the effort of Actors Equity Association to establish its control of the motion picture industry.

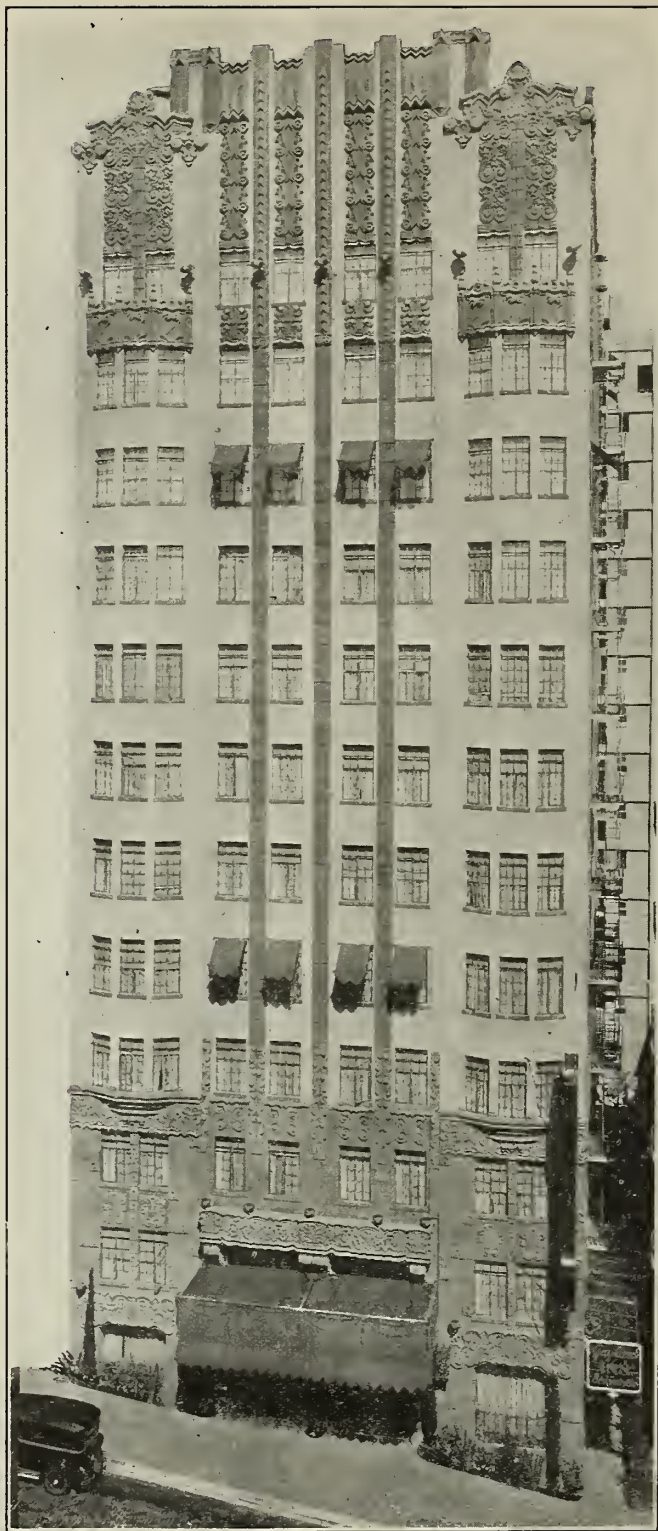
Known it is to all that with the advent of talking pictures, many actors who had never appeared upon the screen were offered Hollywood engagements. Equity officials undoubtedly looked at this exodus both with alarm and interest. If there should be any considerable withdrawal of actors from Equity in order to enter the motion pictures this would obviously cut down the influence and, more important, the revenue of Equity. Contrariwise, if all those who participate in talking pictures could be forced to become members of Equity even down to the smallest par-

ticipating character, then by the same token the prestige of Equity would be enormously enlarged as would its income.

But it is not known except to those closely in touch with the motion picture world, that there has been in use in Hollywood for some years a so-called "standard" contract which is in force in every studio of importance. This standard contract was developed by the Academy of Motion Picture Arts & Sciences in order to meet the needs and requirements of those who were being cast in motion picture productions as well as the needs and requirements of those producing motion pictures. This contract was prepared and worked out after months of study by those who understood the problems of the motion picture industry, whereas the Equity Contract, although in many details closely paralleling the so-called standard contract, contained provisions which would obviously work a hardship both on actors and producers. That these provisions crept into the Equity contract was undoubtedly due to the fact that Equity knows the spoken drama but has had no experience with the motion picture world.

Considerable doubt is cast on the sincerity of Equity when the two contracts are compared, section by section. The differences, with one vital exception, are so nominal that no reasonable person could quarrel over them. But this single exception is a vital one, for, contrary to the provisions of the Standard contract which is merely an individual contract between producer and actor, the Equity contract provides in addition that every performer without exception must be a member of Equity and subject to its rules and discipline. Under the standard contract one need be a member of no organization. Under the Equity contract employment is contingent upon being or becoming a member of an organization. In this connection, and in justice to Equity, it must be said that the Association is an open union in that it does not confine a cast to those who are now members but merely requires that all casts must be 100% Equity members and that those who are not already in the Association must im-

(Continued on page 12)



The New Gaylord Hotel Built Under the
American Plan



Labor and Philanthropy

In the last issue of this bulletin there was described a situation near New York where John D. Rockefeller, Jr., was attempting to erect a community housing project which had been indefinitely halted in its construction progress as a result of arbitrary demands made by a number of building trades unions. That the building trades organizations seem to hold a special hostility to enterprises of this character, is indicated by a news despatch emanating from Chicago. Here Julius Rosenwald has planned a comprehensive community apartment house exclusively for the benefit of Chicago's enormous negro population. Designed to rent at figures sufficiently low to appeal to all, the project was also intended to demonstrate that an adequate return might be obtained on an investment of this character carefully and scientifically planned.

Modern in every particular, each of the apartments in this building was to be provided with an electric refrigerator. The plans, in accordance with the Chicago plumbing ordinance, called for no drains for these refrigerators. The Plumbers' Union, however, is of the opinion that its "working rules," mandates and desires are superior either to the knowledge of architects and engineers or the law as set out in the city building code. Purely as a "make-work" measure and without regard to the added cost, it insisted that these refrigerators should be provided with drains. The demand was refused as arbitrary and unreasonable and because it would have materially increased the cost of the structure. In consequence the entire building operations were indefinitely held up.

When organized labor does lip service to the formula that its purposes and objectives are to raise the standards of the working class, it means, in fact, that under its present theories and control its objective is to get something more for the small group that is immediately involved in any industrial dispute. If this course works an enormous hardship on others, if it necessitates the abandonment of philanthropic enterprises, if it destroys capital by indirection because it renders it eco-

By Product

In Minneapolis a controversy has developed on a building job. The owners and contractors insist on putting it up under American Plan conditions. The representatives of organized labor insist that it shall go up under closed shop conditions. Since there are workmen in Minneapolis who believe in the principles of the American Plan and who will work on buildings in accordance with these principles, this job has gone ahead under the conditions which those who are providing the capital and those who are responsible for its economical expenditure insist upon.

But the representatives of organized labor are loath to leave the results of the owner's and contractor's choice to be determined by economic considerations, and are unwilling to permit the contractor to determine by experience whether he desires to continue to run under the American Plan. When they are unable to sell their wares—labor—on the basis of their economic desirability and utility they must resort to force.

There are some costly ornaments in cut stone involved in the architectural treatment of the exterior of this building. On June 12th a brilliant red dye was poured over two window ledges on the fifth floor. It trickled in ugly scarlet tongues over a considerable area of the white stone face, permanently ruining it. On July 30th, electric light bulbs, filled with some dark brown stain, were thrown against the ornamental stone work over the several entrances to the building. Again much damage was done.

Of course union officials in Minneapolis will deny any responsibility for these acts of vandalism. It seems obvious, however, that the most bitterly irreconcilable advocate of the American Plan is not engaging in undertakings of this character to injure property which he must replace at his own cost. Nor can it be charged that irresponsible individuals have been guilty of these acts. Individuals who are not led and inspired do not resort to such methods. In spite of union protestations of guiltlessness, wherever and whenever it has been possible to trace acts of this character to their source it has been found to be the muddy and polluted waters of official trade unionism.

(Continued on page 9)



Logic as She Is Misused

Ever since 1921, the year in which San Francisco declared for industrial freedom, the Building Trades Council has been attempting to resell itself to the community. It has insisted that the record which it had established during many years of complete control of the building industry, a record of irresponsibility and disregard of the public welfare which even the most thoughtless have not yet forgotten, was after all but an unpleasant dream and that as a matter of fact the activities of the building trades unions has always tended to improve, stabilize and elevate the standards of the industry. The Building Trades Council has insisted that its record merited public confidence.

But logic and truth are indispensable ingredients for the establishment of confidence, whether between individuals or groups of individuals. Propaganda, which by its very nature must largely be a tissue of fabrications, may be highly desirable in time of war but it is not considered to be good practice to resort to such means in a selling campaign.

Apparently, however, the officers of the Building Trades Council have not yet learned the most rudimentary principles of salesmanship. For both logic and truth are apparently strangers to those who are responsible for the policies of "Organized Labor" the official publication of the Building Trades Council.

Recently an incredible series of articles has been appearing in this paper. Grasping at any straw in an effort to bolster up an apparently hopeless cause, the editors have resorted to every trick of warping and twisting facts and statements in an effort to serve their own ends.

The most remarkable and the most completely mendacious of these articles appeared in the issue of July 27th. The event which inspired this statement was a meeting of a well known organization in San Francisco that called together its executive committee for the purpose of discussing ways and means by which its members might be induced to purchase goods from local manufacturers rather than from Eastern and middle-Western concerns. This meeting was noticed in the

public press and its purposes and objectives clearly stated.

But the editors of "Organized Labor" were apparently unwilling to take the statements as to the purposes of this meeting at their face value. They insisted upon placing their own interpretation upon the meeting. They claimed that merchants were complaining bitterly and that its purpose was to discover ways and means through which retail trade in San Francisco might be expanded. They therefore proceeded, gratuitously, to advance the theory that the fundamental cause of the assumed deplorable condition of retail trade in San Francisco was the fact that building operations here were carried on under the American Plan. With the most astounding disregard of logic they then went on to attempt to show that retail merchants were suffering because the wages of workers in San Francisco were low. From this it was but a step to charge that wages were low on account of the American Plan. They then proceeded to the only truthful statement in the entire diatribe: That were it not for the Industrial Association the American Plan would not be in effect in San Francisco. Therefore, they concluded, if the Industrial Association were eliminated retail business would be good.

By such an amazingly devious chain of reasoning, based on premises without foundation and tracing back to a source which has been completely distorted, does "Organized Labor" attempt to sell again to the community of San Francisco the glories of the closed shop. But neither its appeal to retailers, manufacturers, nor workmen, nor its promises of achieving the economic millennium, can serve to wipe out its record of twenty years of irresponsibility, mismanagement and selfishness during the long and shameful history which preceded San Francisco's determination to attain industrial freedom.

A QUESTION OF ECONOMICS

(Continued from page 4)

develop their businesses soundly and constructively without interference and without control from any outside sources.



Uplift

It is more or less of a commonplace that the ownership of capital creates in the mind of its owner an entirely different attitude toward economic questions than was true when the same owner was only a worker for wages. A recent story from the Chicago Tribune of July 15th not only aptly illustrates this truism but in addition throws much homely light on some of the causes which have wrecked the United Mine Workers of America and have caused coal operators in the bituminous field to turn to non-union workmen for their labor forces. Excerpts from the Tribune story are as follows:

"An experiment in workers' ownership and operation of the Bono coal mine has made this peaceful prairie town (Dana, Indiana) the seat of a labor controversy of unusual aspect.

"A group of miners, former union men, took over an abandoned pit and began working it on what the officials declare is a profit-sharing, stock-holding, dividend-paying basis. Every worker signed up for a block of stock to be paid for out of his share of the profits. The workers also seem to have signed up for some of the troubles of capital.

"One leader in the Bono group describes the activities thus:

"Everybody pitched in and worked hard and made money. There were no shirkers; nobody was hiding out and loafing in the pit. The more profits, the more each man was piling up for himself, so there was plenty of incentive. We found three men were putting as much coal in the cars as five men were before, and they were going six days a week.

"Some of the men had big families. Most had been out of work for two years. They worked so well that some of them made as high as \$7.75 a day. It is not a co-operative enterprise, but a profit-sharing, stock purchase plan in their own property.

"It is not non-union but it is not affiliated with the union. Instead of paying union dues and assessments, the men are paying on their stock."

"As to the Bono 'working owners,' too, their views of property seemed to have

been overhauled. For instance, one of the leaders, who in former years was an apostle of the idea that the workers ought to control the mine property owners, remarked today:

"We, the workers, own this property, and what right has anybody to tell us how to run it? It is a free country and we are entitled to life, liberty and pursuit of happiness. Think of the nerve of anybody telling you what you ought to do with your own property and how much wages you must work for."

Two weeks later the United Mine Workers of America took a hand in the co-operative Bono enterprise. A gang of miners came over from another district and ordered the owners in the Bono shaft to quit work because they were not getting the union scale. The answer was that with the share of the property which each was acquiring they were getting more. Then on June 28th the United Mine Workers decided to put a stop to this co-operative foolishness. It is reported that 700 drove over in cars, severed all telephone and telegraph wires and then stopped the ventilating fans so that the men underground had to come to the surface. There were forty odd men underground. As each stepped from the cage he faced a double row of cold-blooded thugs armed with clubs. There was nothing for it but to run the gauntlet. Next day state militia was guarding the Bono mine to prevent depredations. The mine was shut down.

Of such is the Mine Workers program for expanding the economic horizon of its members.

LABOR AND PHILANTHROPY

(Continued from page 7)

nomically unprofitable, if it denies employment to many for the benefit of the few, these results are completely ignored. A few men have had their wages raised or have been put to work to do an economically unnecessary job. Organized labor cannot rightfully claim to be a constructive social force and a legitimate economic movement so long as it persists in following such narrow and exclusively selfish policies.



Contrast

A well known San Francisco contractor recently had a building job in one of the smaller outlying California cities; a city completely dominated by organized labor and in which the building mechanics are all members of trade unions. This contractor had no sooner commenced his work than he began to be annoyed by demands of union business agents. Questions of jurisdiction threatened the continuance of operations, and innumerable irksome and petty matters were raised by the men working on his job. When he returned to San Francisco he made it his business to look up the Industrial Association and describe at some length his experiences operating under union conditions.

"It is only by again coming in contact," he remarked, "with a one hundred per cent organized condition in the building trades, with all of the obstacles that are placed in the way of a contractor doing a proper job in the shortest possible time and to the best interests of the owner, that one realizes and appreciates the advantages of building trades operation in San Francisco under the American Plan."

In Chicago union conditions predominate in the building trades. The comment of the San Francisco contractor might well be echoed by Chicago contractors had they had similar opportunities to compare experiences if one may judge from a statement appearing in the August issue of the monthly bulletin of the Building Construction Employers Association of that city. The editor of this bulletin publishes a statement outlining the activities of his office and entitled "One Month's Story." He prefaces his article with the following significant and unconsciously ironical sentence. "Even though the month of July was ushered in with all the building trades back to work and practically all wage rates fixed for the coming year at least, there was plenty to do for the officers and staff of the association at headquarters." He then goes on and analyzes at some length the principal activities which consumed the time of his office during July.

One paragraph is exclusively devoted to a discussion of jurisdictional disputes which were settled or in the course of

settlement and in which the association took an active interest. Because of the fact that there have been no jurisdictional disputes in San Francisco causing stoppage of work in more than eight years and the only questions of jurisdiction which have arisen have concerned themselves with matters involved in maintenance of the wage scale, a synopsis of the activities of the Chicago Association is of especial interest and significance.

There was a dispute between the architectural iron workers and the sheet metal workers over the installation of spiral chutes, partitions, and shelving. A second dispute involved terrazzo workers and cement finishers over the laying of composition floors. The next difficulty concerned itself with a dispute between the boilermakers and the iron workers over the installation of steel stacks. There were also "two or three" disputes between plumbers and steamfitters—both of whom are members of the same international union—regarding the question of who should install refrigerator equipment. Still another difficulty in which the steamfitters were involved also concerned the iron workers and covered the question of which craft should run air pipes connected with structural steel work.

Plumbers refused to tap city water mains where the contractor needed water to start work on a new building. Why they took this action is not indicated. The Chicago association also concerned itself with a controversy in which a union insisted that a contractor discharge his superintendent because the members of the union objected to this man.

Such are some of the benefits and advantages which a community enjoys as a result of surrendering its independence in the building trades to the irresponsible dictates of the organized labor movement. When it is recalled that in San Francisco during the past eight years there have been no jurisdictional disputes, only four or five strikes, and no disputes whatever over wages, local contractors and the purchasers of buildings in San Francisco may realize what the American Plan has brought them.



A Tangled Web

Deception, we are told by Mr. Pope, the poet, creates an inescapable web in which are caught those who practice it. The Chicago local of the International Printing Pressmen and Assistants Union of North America now finds itself enmeshed in a web of its own creation. For some time this organization has been preparing for a membership drive designed to gather into the fold a large number of printing pressmen in Chicago employed in open shop plants. In order to carry on its campaign the officers of the union decided it was necessary to determine those who would support the union in its campaign and those who would either oppose it or be indifferent to its efforts.

In order to carry out this objective the union addressed a communication to the printing pressmen in Chicago, whether union or non-union, whose addresses it knew. This appeal laid a great deal of emphasis upon the altruistic and humanitarian motives which actuated the union in its program, stated that the campaign which the union was carrying on was developing in satisfactory fashion, urged that what it was doing was designed to improve the working conditions and increase the wages of all printing pressmen and enclosed for the use of the person addressed a simple questionnaire. This questionnaire prominently displayed a statement that: "Note. It is not necessary to sign your name." The recipient was asked to answer as to whether or not he was a member of the union, the type of press upon which he worked, whether he was employed and where, if he had a job in prospect, and finally asked if non-union employers refused to accept the union's proposals whether the recipient would be willing to co-operate in a strike if such was deemed advisable by union officials.

On its face the document was a bona fide effort on the part of the union to secure a complete census of the point of view of all pressmen employed in Chicago whether union or non-union.

Someone, however, discovered that if heat were applied to the questionnaire blank a number written in invisible ink would appear. Of course this number corresponded to the name of the person

to whom the questionnaire was addressed. Not only was the union to obtain a census of pressmen with their point of view on questions of industrial relations, but it was going to know individually the attitude of each man.

The early discovery of this peculiarly adroit piece of roguery threw a damper on the return of the census questionnaires. The whole incident is of interest not so much for the inherent knavery and deceit of the campaign itself as because of the fact that it throws light on the devious mental processes of union officials. These same men who are willing to deceive those whom they purport to represent and who are willing without compunction to violate a confidence are in turn asking employers to enter into collective arrangements with them calling for the establishment of mutual confidence and respect. It is not strange, under the circumstances, that the majority of the large printing establishments of Chicago refuse to do business with the Printing Pressmen's Union.

One Collective Bargain

Until about June 1st electrical workers in St. Louis were working five and one-half days per week for \$12 per day. They struck for five days and \$14 pay. The strike was settled on the basis of a "collective" bargain calling on the employers to pay \$13.20 plus the cost of a life and accident policy in the amount of \$3,000. The rate for this insurance had been 60 cents per day. Just before the strike the union decided to handle this insurance, at the rate of 80 cents per day. Now under the new bargain "collectively" arrived at the contractor will again carry this insurance, but the cost is now \$2.80 per day. This makes the wage cost \$16 a day to the contractor. Of this the journeyman gets \$13.20, 80 cents goes for \$3,000 insurance (under ordinary group rates this would buy approximately \$20,000 coverage) and the balance goes—only the insiders know where.

The cost of electrical work in St. Louis has gone up about 100% in consequence. Is this "collective" or collusive bargaining, or are they synonymous?



POWER OR SERVICE

(Continued from page 2)

the consumers of coal resorted to expensive experiments to increase the efficiency of coal and thereby decrease the demand for it, at the same time increasing the prosperity in non-union fields in which wages and costs were not as high, until finally union membership began to crumble and the remaining trade unionists were forced to go back to work practically upon what terms they could secure.

There is the case of the Typographical Union and its contract with the newspapers providing for the typesetting of every advertisement in spite of the fact that the advertisement has been printed on a mould made from a mat distributed by the advertiser, and there is no ground for typographical set-up at all, and the practice is sheer economic waste.

These are but a few of the typical instances of autocracy recorded in the daily practice of trade unionism. It is the union of workmen who make the employer feel that he is living in the seventeenth century. In order to come up to date, he has turned to other devices for solving the problem of industrial relations.

EQUITY

(Continued from page 5)

mediately join. This provision with all that it meant in limitation, circumscription, and interference, was the rock on which Equity's hopes of control crashed.

But to return to Mr. Gillmore. He has departed for New York announcing that he is going there to confer with members of other unions connected with the theatrical trades and that a program for a renewed assault on Hollywood is to be worked out at that time. He knows that his explicit and inflexible orders that only Equity contracts be signed after June 5th was a bluff that has now been abandoned. He knows that he and his associates have failed miserably. But he must have a scapegoat. He, therefore, viciously assaults Miss Ethel Barrymore whose contributions to the profession are known to all, and whose comments on the Hollywood controversy were the only clear, intelligent, unimpassioned and just comments that emanated from any member of the Equity organization.

Among some of the interesting sidelights on the Equity dispute may be mentioned the fact that while Equity originally asked for 100% casts, it discovered after extended negotiations with the producers that this was impossible. It then attempted to secure a compromise by offering a contract in which 80% of the actors should be members of Equity. When this failed to secure a friendly reception from the producers, Mr. Gillmore departed for points East leaving in the minds of some, at least, the idea that Miss Barrymore had wilfully sabotaged his organization.

Organized labor is determined to obtain complete control of the motion picture industry. It hopes to recoup its losses among the musicians by gathering into the fold, willingly or unwillingly, the actors. It has threatened in anything but veiled terms to create a complete stoppage of motion picture amusement enterprises throughout the country unless its demands are finally acceded to. It wants something that it does not have at the present time. It is attempting to fasten its tentacles finally and irrevocably on the motion picture industry and is using Equity as a catspaw to attain this end.

It may reasonably be assumed that if Hollywood needed Equity half as badly as Equity has been made to believe it needs Hollywood, that Mr. Gillmore would have returned to New York with a signed contract. But Hollywood does not need Equity. Rather it needs to be let alone to work out its own salvation. Will the officials of organized labor, avid for power, attempt to enforce their demands by a gigantic and concerted drive on America's amusement interests? Will they insist on attempting to force the door the "talkies" have opened for them? Or will they permit Hollywood to handle its own industrial relations without the meddling of uninformed and prejudiced outsiders?

The book "It's A Racket," by Hostetter and Beasley, describing the ramifications of racketeering in Chicago, can be obtained from the publisher, Les Quin of Chicago, or through any book dealer. The price is \$2.50.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

S. S. KAUFFMAN
President H. S. Crocker Co.

Secretary:

J. E. CUSHING
American Hawaiian Steamship Co.

Treasurer:

SAMUEL LILIENTHAL
President Haas Bros.

Managing-Director:

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

GEORGE S. FORDERER, Pres.
Forderer Cornice Works

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Pres.
Haas Bros.

J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

RICHARD S. SHAINWALD, Pres.
The Paraffine Companies, Inc.

A. EMORY WISHON, Vice-Pres. and General Manager
Great Western Power Co.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. VIII

NO. 5



OCTOBER
NOVEMBER
1929



A Blow
at Fundamentals



Gastonia



Jurisdictional
Strikes
to Continue

BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

RACKETEERS PREYED ON BRONX OFFICIAL

McGeehan Says Builder for
Commissioner Flynn Paid
\$5,000 in Tribute.

BRONX TIGHTENS NET ON BUILDING RACKET

McGeehan Says Grand Jury Is
Getting Evidence Which
Will Break Ring.

TEN WITNESSES ARE HEARD

Testimony Shows Group Formed
Own Investment Company to
Deal With Contractors.

OCT 9 - 1929

Ten witnesses were called by the Bronx grand jury yesterday in the investigation of alleged racketeering in the building industry, to which has been attributed \$3,000,000 property damage in eleven suspicious fires. District Attorney McGeehan's only comment was that the grand jury was slowly building up a case against the racketeers which eventually would drive them and speculative builders out of the borough.

It was reported that racketeering groups controlled not only the plastering and lathing branches of the trade but planned to dominate the entire industry. Evidence indicates that an investment company was organized under the auspices of one group to lend money to builders and contractors. In addition the "lathing" is said to have controlled two important supply companies, one of which manufactured laths. Contractors were urged to buy their materials from these concerns.

Another report was that the outlaw groups had influenced labor unions through dealings with walking delegates so that union workers were ordered to leave jobs when builders rejected demands of the racketeers. This development was foreshadowed last week when Solomon Bowie, a negro plastering contractor, told reporters before entering the grand jury room that a high union official had demanded \$1,000

120 POLICE IN BRONX ON 'RACKETEER' DUTY

On Guard 24 Hours a Day Over
Forty Unfinished Apartment
Houses McGeehan Reveals.

FLYNN ASKED PROTECTION

Prosecutor Says Commissioner
Appealed to Him After a
\$1,000,000 Fire.

HIS INQUIRY IS LAGGING

Declares Builders Are Loath to
Give Facts to Grand Jury for
Fear of Reprisals.

SEP 13 - 1929

One hundred and twenty policemen have been diverted from regular duty in the Bronx to maintain guard twenty-four hours a day over forty unfinished apartment houses in the borough since "racketeers" in the building trades have destroyed about \$3,000,000 worth of new property. District Attorney McGeehan gave out the figures yesterday to show to what extent the extortioners have terrorized the borough's builders.

William J. Flynn, Public Works Commissioner for the Bronx, was one of the builders who asked the District Attorney's office for protection. Mr. McGeehan said. In a statement on Wednesday he revealed that the racketeers had exacted \$5,000 in tribute from a contractor erecting a six-story house for Mr. Flynn at River Avenue and McClellan Street.

"About three months ago, after an

ADMITS 1% TRIBUTE ON BRONX BUILDINGS

Plaster Contractor Says None
Is Expected, However, on Job
for Flynn, City Official.

VAGUE ON BUREAU 'SERVICE'

Commissioner Himself and Others
Deny \$5,000 Payment—Grand Jury
Hears Eight on Tuesday.

SEP 14 - 1929

Announcing that eight witnesses in his racketeering investigation would appear before the grand jury next Tuesday, District Attorney McGeehan of the Bronx said yesterday that he was contemplating asking the grand jury to devote an entire week soon to taking evidence in the inquiry.

Among the witnesses to be called is Carmine Prezioso of 1406 Townsend Avenue. Prezioso is down on the records of the Building Department as the contractor on a building being erected for Commissioner of Public Works William J. Flynn. A tribute of \$5,000 is said to have been extorted from the contractor on Mr. Flynn's job at McClellan Street and River Avenue.

Says His Job Is Completed.

Prezioso said yesterday that there must be some mistake as he was not the general contractor on the job, only a sub-contractor who put in the foundation for \$6,750. However, Prezioso admitted that he was still paying the watchman at the building \$25 a week although he declared he completed his share of the work four months ago. He denied paying \$5,000 to any one.

The building is being erected by the Park View Towers Company, 1105 West Forty-third Street of which Abraham Wilson is president. Albert G. Scheffer of 2409 Concourse is architect. According to Mr. Scheffer, the plastering contractor is Frank Terranova of 366 East 154th Street. Terranova explained that he

LINKS LABOR HEADS TO BUILDING RACKET

Boss Plasterer Tells of Under-
ground Control of Unions by
Contractors' Groups.

GIVES NAMES OF LEADERS

Declares \$1,000 Was Demanded
of Him to Permit Men to
Remain at Work.

FORCED TO RETIRE, HE SAYS.

McGeehan Gets Court Order for
Grand Jury to Continue Bronx
Investigation.

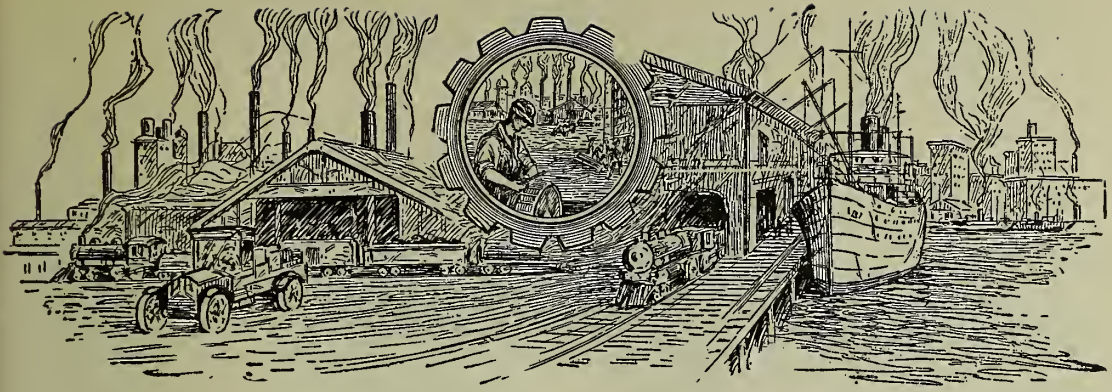
OCT 2 - 1929

Solomon Bowie, a negro plastering contractor, appeared yesterday before the Bronx County grand jury. He told a story of underground control of labor unions by contracting groups which, he declared, constituted the machinery by which powerful racketeering operations have been carried on in Bronx building during the past four years.

When Bowie entered the grand jury room he had a ten-page statement which he said was a history of Bronx building racketeering for those four years, as well as notebooks containing his diary of his own impacts with the alleged racketeers. The diary, he said, contained specific facts, bolstered with names, dates, places and witnesses. Some of those names he revealed before he was called to testify.

The information which Bowie carried into the grand jury room consti-

From the New York "Times"—a graphic story of union control in the building trades



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco
Published Bi-Monthly
Subscription Price \$25 a year, included in annual dues

A Blow At Fundamentals

A blow at the very vitals of American industry was struck by the American Federation of Labor at the convention which recently closed at Toronto. In effect the Federation has again affirmed its position that it proposes to let nothing stand in the way of its obtaining a complete strangle-hold on industrial life in this country.

Our rights, says the Federation, in effect, are in a class by themselves. We propose that the law place as many obstacles in the path of the employer as we can find, and at the same time interpose as few in our march to economic strangulation of this nation, as the Constitution of the United States will permit. We plan, if we have our way, to place the employer at such a decided disadvantage that he will be powerless to resist our demands. We insist that every person who works, whether he wants to or not, must become a member of some union affiliated with the Federation. We further insist that no other form of industrial relations but the one which we favor shall exist in this country. In order to attain these ends we shall invoke the arm of the Federal Government itself. We shall demand that the Congress of the United States place its stamp of approval on the closed shop so that none may work in this land of the free unless he carries a union card. We

shall present a bill at the next Congress to accomplish these objectives.

Such was essentially the stand of the Federation in endorsing a new anti-injunction bill which is to be the principal work of the organization for the coming year.

It will be recalled that initially the Federation presented a bill in Congress known as the Shipstead Bill which would have denied any jurisdiction whatever to equity courts in industrial disputes unless a real property right was threatened. Students of constitutional law pointed out to the Federation that in all probability such legislation would run counter to the due process clause of the Constitution and therefore the entire matter was temporarily withdrawn by the Federation and referred to a special sub-committee of the judiciary committee of the Senate consisting of Senators Walsh, Norris and Blaine. A new bill as drawn by the sub-committee was then presented for criticism to the Executive Committee of the Federation which met in Atlantic City in the middle of August and after making a few minor suggestions and changes the bill was approved.

The proposed bill starts out with the following preamble: "In determining the jurisdiction and authority of the courts of the United States, the public policy of the



The AMERICAN PLAN

United States is hereby declared as follows:

"Whereas under prevailing economic conditions unorganized workers are commonly helpless it is necessary that they have full freedom of trade union organization or other concerted activity for the purpose of collective bargaining or other mutual aid or protection." The bill then goes on to cite the acts which would not be considered as unlawful whether done singly or in concert and which would not be construed as a conspiracy and therefore not subject to any limitation by injunction. Among other acts so specified the bill sets forth ceasing work; becoming or remaining a member of any labor organization or of any employer organization; paying or withholding any strike allowance or unemployment benefit; aiding any person involved in any federal or state court; giving complete publicity by any methods, whether speaking or otherwise, to the facts involved in a labor dispute; assembling to act or organize; announcing the intention of doing so, agreeing to do and inviting others to join in doing so. To these provisions of the original bill were added by the Federation's Executive Council a clause which provides that injunctions could not be issued on account of the refusal of a labor union to handle any materials produced in whole or in part by non-union laborers or by a rival labor union. Provision was also added in the bill denying the right of injunction where an individual or group ceased to patronize or employ any person in connection with a labor dispute regardless whether such person is an employer or an employee.

Injunctions under the new act could only be issued after a trial had established that an unlawful act had actually been committed and would be continued; that substantial and irreparable injury to property would follow; that no other adequate remedy exists at law, and that the public officials charged with the duty to protect property were unable or unwilling to furnish such protection.

All contempt trials under the act would be before a jury.

Temporary injunctions under the act could only be maintained by testimony under oath rather than by affidavit. The

bill further requires that temporary injunctions cannot be issued for a period longer than five days.

One of the most far reaching provisions is that relating to the responsibility of labor organizations and if the bill is adopted labor organizations would be completely relieved of any responsibility for the unlawful acts of any of their members, officers or agents except upon a clear proof of the authorization by the organization of such acts.

Finally, the bill proposes to completely undo the law of labor disputes as established under the Sherman and Clayton acts by making all such decisions as those in the Duplex case, the Coronado case, and the Bedford Stone case no longer applicable in labor controversies.

Should this bill become a law the Federation would have obtained the goal for which it has been striving for more than forty years. At one stroke the bill would deny to the employer every right which he now has through the proper and legitimate intercession of courts of equity, would alter the fundamental labor law of the land; and would place organized labor in a position of such commanding importance in the industrial struggle that its onward sweep toward complete economic control of the industrial destinies of the country would be practically unchecked. Representing but a small proportion of the workers but purporting to speak for them all the Federation insists that its formula for the establishment of sound relations as between employer and employee is the only formula and that its technique of solving industrial problems is the only technique. Having failed dismally, however, in its effort to enlarge the scope of its activity and unable to perceive that its difficulties are those of its own acts and its own leadership, it now insists that it be given a free hand to pursue its course unhampered and unrestricted, in order that the more than dubious benefits of its economic control may be "conferred" upon the entire nation.

The Contractors' License Bill is now in effect. Contractors should apply to Registrar, Department of Vocational and Professional Standards, Room 220, State Capitol, Sacramento.



Locking the Stable Door

Charging that James Dunn, Business Agent of the San Francisco Photo-Engravers' Union had done everything in his power to prevent a settlement of the present photo-engravers' difficulties, and had interposed his objections to every effort made by the union to settle the present controversy with the San Francisco employing photo-engravers, officers of the Union made an application before Superior Judge Conlan on October 14th for an injunction to restrain Dunn from continuing his activity. In the application it was requested that the injunction be granted in order to prevent Dunn from "soliciting, intimidating, exciting and agitating" members of the union to commit unlawful acts. Request was also made that Dunn be enjoined from intimidating or interfering with non-union photo-engravers working in San Francisco. Further it was charged in the application that Dunn was doing everything in his power to prevent arbitration of the existing difficulties with the photo-engraving industry. The case came up for hearing before Judge Conlan on October 21st and at that time, on account of the failure of the defendant to put in an appearance, the injunction as prayed for was granted by default.

With this surprising move the officers of the Photo-Engravers' International Union wrote the final lines of another chapter of union mis-management in San Francisco.

Annually for some ten years past the union has insisted on electing Dunn to the office of Business Agent. As long as the union was top dog, Dunn's activities were given the stamp of approval by his continued return to office. With the tables reversed, however, and the union almost pathetically anxious to re-establish itself in the good graces of the employer Dunn has now become the scapegoat and the union is doing everything in its power to indicate that it has completely repudiated his leadership.

Because Dunn has insisted on carrying on since the strike the same tactics which were satisfactory and agreeable to the union during ten years, and because of his

unwillingness to adopt the mock-pious stand of those in the organization who now insist that they have reformed, the union has found his activities embarrassing to say the least. It has been attempting for some time, with all of the machinery at its disposal, to find some way to circumscribe them. Its officers discovered, however, that they were powerless to achieve this result and they finally turned to the injunction, that hated weapon of the employer against which all trade unions affiliated with the American Federation of Labor so bitterly inveigh, as the only means of securing relief and redress from the situation which confronted them.

Officers of the International Photo-Engravers' Union who investigated the San Francisco situation since the strike of April last have openly expressed regret and mortification at the conditions which they learned prevailed here as a result of the arrogance of the union officials. The fact remains, however, that local employers had, for many years, advised the headquarters office of the union as to those conditions and no action had been taken by the International to correct the admittedly deplorable situation. Now, however, that the employers have definitely indicated their determination to have no further dealings with the union and to operate their businesses as free men in the future, the union is doing everything in its power to indicate that it has had a complete change of heart and that in future the employers have nothing whatever to fear as to a return of the conditions which prevailed for so many years.

In this connection two things are of primary interest. First, that the same union which now insists that arbitration is being interfered with, contemptuously refused an offer of arbitration made by the employers immediately preceding the strike of April last; and, secondly, the resort to the injunction as a means of eliminating Mr. Dunn from the local photo-engravers picture.

But the Photo-Engraving employers of San Francisco have a longer memory. They can only look at the efforts of the

(Continued on page 12)



Jurisdictional Strikes to Continue

The jurisdictional strike pot at the Toronto convention of the American Federation bubbled noisily but the customary result of too many cooks—in this instance, too many international union job holders and self-seekers—resulted in completely spoiling any effective broth.

In the first place the situation was complicated by the fact that the United Brotherhood of Carpenters again decided to withdraw from the Building Trades Department of the Federation. The carpenters were not members of the Department for several years prior to the Los Angeles convention in 1927 but at that time, on account of the decision of the Building Trades Department to do away with the Board of Jurisdictional Awards—the only effective answer to the jurisdictional dispute that had ever been devised—the carpenters consented to re-affiliate. Now, however, they have withdrawn again. The reason given for the withdrawal is that the Department refused to accept the recommendation that per capita dues of affiliated unions be reduced from three-fourths of a cent to a half a cent per month. Those who are on the inside of inter-union politics, however, state that the carpenters withdrew on account of the defeat of Wm. L. Hutcheson, their General President, who hoped to be elected as president of the Department on the resignation of Mr. McSorley who has held this job for several years. The small unions in the department, it is said, banded together as a matter of self-defense insisting that they would not be placed under the domination of the carpenter group with its 300,000 members. In consequence Mr. Hutcheson failed to achieve his ambition.

The withdrawal of the largest craft from the Department did not prevent the jurisdictional dispute from being discussed, however. Discussion, if it can be properly manipulated, may give the appearance of action. The entire matter was brought to a head by a communication received from the National Association of Building Trades Employers which submitted a resolution for the consideration of the convention. The resolution demanded

that the Building Trades Department cooperate with other agencies and factors in the construction industry for the purpose of preventing jurisdictional strikes and internal union warfare.

To this demand the Building Trades Department cavalierly replied that the 1928 convention of the Federation had proposed a jurisdictional machinery from which all those not members of the Federation should be excluded and that the Department had no authority but to obey the instructions of the 1928 convention. In other words the world at large was told that it was nobody's business how much unionist fought brother unionist over some trivial work allocation. The building trades czars said in effect, we have the machinery for handling such disputes. What difference does it make if it is powerless to act? If it had power it would threaten our own power and prestige. As the final sign of complete indifference the Department even went so far as to veto a plan proposed by the building trades unions of St. Louis to obviate jurisdictional strikes on a large job about to be undertaken there.

In the last analysis jurisdictional strikes are neither more nor less than the selfish insistence of one building trades union that it be given something to do that it is not now doing, and that some other craft is doing or wants to do. Such demands are made purely in the interest of fortifying and building up one organization at the expense of another in order that greater revenues and greater power may inhere in the officers of whichever may finally be victorious. The complete inconsistency and incredible narrowness of viewpoint that produces the jurisdictional strike can be appreciated when it is realized that fellow unionists will strike against their brothers; will involve crafts which have no relation to the dispute in question and will quarrel bitterly like puppies over a bone in order to determine whether carpenters shall erect metal trim, or electricians or elevator constructors wire elevators, or boilermakers or iron workers erect tanks. The owner who is without recourse,

(Continued on page 11)



Gastonia

All thinking Americans, no matter what their predilections and beliefs may be as regards industrial relations have been shocked and deeply concerned over the rioting, murder and blood-shed which have bulked so large in the news emanating from North Carolina during the course of the past several weeks. A vast barrage of propaganda has emanated from the various armed camps. Contention has been made by some that the red hand of Moscow is manipulating the strings of this industrial dance of death. Others put forth the claim that recognized American trades unions are responsible for the rioting and disorder. A few point the finger of accusation at the employers of North Carolina and it has even been suggested by some that rival owners of union mills in northern states have fomented the difficulty in order to rid themselves of the ruinous competition of the southern mills through assuring something like parity of production costs as a result of standardization of wages and hours by unionization in both areas.

No single agency, however, can be charged with the exclusive responsibility for industrial and social phenomena of such far-reaching import and of such fearful aspect. Incidents of this character do not occur spontaneously. Nor do they materialize as a result either of the inflammatory utterances of radical agitators or the more plausible and sophisticated arguments of recognized trade union organizers. Mighty human forces are here at work and basic and underlying causes have produced these frightful effects. Exhortations to direct action and pleas for solidarity, organizing effort and trade union activities, are no more than the spark igniting a terrifically inflammable and surprisingly fragile economic structure.

Undoubtedly the fundamental cause of North Carolina's civil war can be found in North Carolina's archaic and benighted attitude toward the problems of the relationship between employer and employee. Nor is this the only guilty commonwealth to be charged under such an indictment. Other states have records equally appall-

ing, but the magazine has not yet been fired. But recent industrial development in the South has largely been centered in North Carolina, and here the building of new mill towns and the entrance of new industrial establishments has accentuated the difficulties and the problems until the social and economic forces, long dammed within the walls of tradition, custom and social practice, finally burst their bounds and the holocaust followed.

Information as to the conditions prevailing in the Southern mill towns is difficult to obtain. Particularly is this true as regards information which is strictly up to date. But data is available collected by no less an agency than the United States Department of Labor and as recent as 1928. Even a casual examination of this statistical presentation of wages and hours of labor in cotton goods manufacturing indicates almost at a glance the fundamental root difficulty.

Fifty-two establishments with more than 19,500 employees in North Carolina alone were covered by this study. It showed hourly rates of pay for male employees as low as 16c with maximum possible weekly earnings for this group of approximately \$12.70. The highest maximum weekly wage for male workers was slightly over \$24.00; the average wage of more than 12,500 male employees was \$17.41. The same general situation prevails as regards female workers. The maximum earnings of female employees in the most skilled classification was slightly in excess of \$18.00 and the average wage for almost 7,000 women was \$14.62.

These wages are earned in an average work week of 55.8 hours for both male and female employees and for both day and night work.

While there may be economic necessity for wage and working conditions of such a medieval character there can be no justification for them. When it is considered that in most cotton mills health conditions are deplorable and when this by-product of mill employment is added to the distress created by low wages and long

(Continued on page 12)



Four-fifty Sutter Street, latest addition to San Francisco's skyline, built under the American Plan



But Not In San Francisco

Building trades union leaders in San Francisco continue to paint the glories of the departed closed shop. They insist that it creates peace, stability, and certainty in the building trades and removes from the employer's mind one of his greatest sources of worry and concern by providing an adequate reservoir from which he can draw his demands for skilled labor.

In other communities the glories of the closed shop are exemplified on every passing day. A few gleanings from the construction press indicate the community advantages and the peace of mind which the contractor enjoys under a closed shop regime in the building trades.

In Boston contractors and unions recently entered into an agreement under which no strikes would be called until the matter at issue had been referred to the president of the Boston Building Trades Council and the president of the International unions involved and further specified that the sanction of these officials for any strike action must first be obtained. Since these officials, however, are either unwilling or powerless to enforce any orders that they may issue the contract provision has proven an empty gesture.

For example, carpenters employed on the Boston City Hospital project laid down their tools on September 30th when another craft was awarded the installation of metal windows and sash. This strike was not a protest against the employment of non-union men, for the craft to which the trim was awarded was also represented in the Building Trades Council. But the carpenters struck and further insisted that if there was not an early settlement of the difficulty in their favor at least three other jobs involving similar situations would be struck likewise. An appeal to the Building Trades Department of the American Federation of Labor has apparently produced no results.

A few examples from St. Louis are also illuminating. Contractors there are frantic because of the high cost of building, the lack of building work and the fact that for seven weeks this year the town was completely tied up with a sympathetic strike. The American Contractor

in a recent issue mentioned three strikes recently called in St. Louis without apparent justification or provocation except the apparent desire of union leaders or union men to cause trouble.

The first occurred on a job being done for the City of St. Louis in connection with an airport. Building construction work on this job was carried on under closed shop conditions but grading and excavating of the landing field was done with non-union men. All work in St. Louis of this character is, according to the statement, carried on without organized closed shop workmen. The closed shop union workers on the buildings struck merely because the non-union workers were present.

Latest reports indicate that they will probably return to work since they realize that nothing can be gained by this strike.

In another instance a concern operating a chain store let a contract to a closed shop contractor for the construction of a building in down town St. Louis. Work on this job was practically completed when a strike occurred. The strike was called because the same firm had leased a store in a St. Louis suburb and the alteration work on this store done under a contract from the owner was performed with non-union men. In this connection it is interesting to note that there was no union organization in the suburb from which men could be secured.

The third strike occurred in connection with work being done in an industrial plant. On one portion of the grounds a building was being erected under closed shop union labor conditions. In another portion certain machinery was being moved and in connection with its removal electric wires had to be changed and this work was performed by the plant electricians of the company. Because of the fact that this work was not done by building trades mechanics affiliated with the electrical workers union the construction work was struck.

Had organized labor retained its strangle hold on the building industry of San Francisco and had it riveted itself still

(Continued on page 12)



The Federation Asks No Favors

Comes now Frank Morrison, Secretary of the American Federation of Labor in a Labor Day address at Huntington, West Virginia and offers the following for consumption by the American public:

"The Trade Union asks no favors from society or from government. All we ask is the same right freely accorded other groups of citizens. We demand the abolition of child labor, for instance. We do not say that this shall only apply to the children of organized workers."

Mr. Morrison should be awarded a medal. His statement is one of the glibbest and most slippery pieces of sophistry that was ever given to the American public in the form of inspired propaganda. What Mr. Morrison really meant was this: Because of legal obstacles which prevent organized labor from securing what it wants without interference at the hands of the government it uses all of its political and economic strength to secure the enactment of legislation, which, while general in character, really only applies to labor and which is designed to permit labor to pursue its course without legal hindrance or obstacles.

It is unbelievable that Mr. Morrison can take his own statement seriously. Did labor seek any special "favor" from the Federal Government when it insisted that the Clayton Act amending the Sherman Anti-Trust Act, specifically exempt from its provisions labor organizations? If it did not what did Mr. Gompers mean after the passage of the Clayton Act when he characterized it as "a new Magna Charta for labor?" Was labor as represented by the American Federation trying to secure special "favors" in its insistence that the Congress pass a statute denying to industry the right of injunctive relief in labor disputes in order that labor might violate with impunity federal laws, resort to acts of violence, intimidate, picket, and if necessary destroy the business of any employer who refused to bow to its demands?

In California was organized labor attempting to secure any "favors" when during the last three sessions of the Legislature it insisted that a special amendment

to the Cartwright Act be passed which would deny to employers the right to organize in their own behalf in an effort to prevent labor unions from obtaining a strangle hold on an industry?

Is it a coincidence that labor is always found ardently supporting bills to license every conceivable type of occupational activity? Or is there some connection between this type of "favor" and the insistence of organized labor that its members be accorded majority places on all such licensing boards with the idea of either denying licenses to such as will not affiliate with organized labor or to make the following of their trade or occupation so difficult that they will withdraw from the field?

The occasions on which labor, by indirection, has asked for certain "favors" are so numerous that they constitute an enormous record of legislation designed primarily to aid labor in its general program. For Mr. Morrison to drag in the child labor amendment under such circumstances is bad taste to say the least. One would think in reading Mr. Morrison's statement that the children of a father who was a member of a trade union were born with the union label. None can quarrel with the Federation's desire to eliminate the exploitation of children but to drag this economic issue, so heavily tinged with sentiment, into an argument that labor is seeking no favors is a warping of logic that would not do credit to a high school sophomore.

It is precisely because organized labor is continually seeking favors, continually seeking preferred positions, and continually striving to obtain for its members special privileges that will exempt them from the ordinary processes of law that restrict the actions of private citizens, that the efforts of labor to further its organization plans through such devices are looked on with especial disfavor by employers and students of industrial problems. High spokesmen for the American Federation of Labor if they wish to achieve success in the program that they

(Continued on page 10)



BUILDING TRADES PEACE

New York building trades operations, the most extensive in the country completely dominated by closed shop unionism, have been in a state of coma for the better part of this year. An inter-union political war for prestige and power has tied up the building trades; has made it necessary for groups of employers to apply to the courts for relief; has brought on a prolonged general strike and has again demonstrated the absolute validity of the position which the San Francisco contractors have taken that organized trade unionism in the building trades is inevitably selfish and anti-social.

In order to meet the chaotic conditions which exist in New York in the face of the highest building trades wages in the world an unofficial committee recently took evidence on the local situation, heard representatives of various employer and employee groups, investigated builder organizations and issued certain suggestions for the building trades which it was felt might tend materially to improve the New York situation. The most interesting of the suggestions made are two in number and touch on the vital place which the public has in industrial controversies. These recommendations are: "1. That trade agreements should not only be discussed between employers and unions in any particular craft but should be reported (before consummation) to a small non-partisan group or committee representing the general industry interest. 2. That if such a non-partisan group or committee be formed and its advice and counsel are found to be helpful, that it be asked, little by little, to take on the responsibility of adjusting such difficulties as are not adequately met by the ordinary machinery in the various craft groups."

By such tentative and halting steps does New York suggest the cutting of the Gordian knot which has held the sword of industrial strife over the building trades these many years. These suggestions by the committee are in reality an agonized and despairing cry that the reign of the Brindells, the Parks, and the Broachs who have dominated and controlled the building industry in New York for the past thirty years, who have defied and thwart-

(Continued on page 12)

THE ROAD TO SALVATION

Recently Mr. Green, as President of the American Federation of Labor addressed the Congress of American Industry. During the course of his remarks before that organization he is reported to have said:

"There can be only one right way. Either the organization of workers into their own trade unions, as represented by the American Federation of Labor, is right, or the individual 'union' commonly called the 'company union' is right. Both cannot be right. Both cannot succeed. One must survive and the other perish. It is inconceivable that the organization of the workers, originated by the workers, and directed by the workers, will pass out."

Dogmatic statements of this sort might be expected of a medieval scholastic but are hardly in order in the twentieth century. They are particularly illuminating coming as they do from one who stands as the leader of a movement which purports to represent the finest liberalizing of our social and economic order. Mr. Green should realize by now if he is as frank and candid as one in his position should be, that just as there is no single road to personal salvation neither is there a universal formula for industrial salvation. The glory of America is that it refuses to permit its evolutionary processes to be channelized through the medium and activity of any single agency. For a nation that takes pride in its religious guarantees and its religious tolerance it is something of a shock to hear industrial intolerance preached by one of its outstanding citizens.

Mr. Green knows, if he is open minded and honest with himself, that there have been innumerable thoughtful, intelligent and liberal approaches to the problems of industrial relations quite outside of the field of activity of the Federation which he heads. He knows, if he is candid, that probably more American wage earners are earning their bread under one or more of these plans that he condemns than carry a card in a union affiliated with his organization. He must know that even though some of these efforts may have been unfair and dishonest in their approach to the problem of human relations in industry such cases are certainly less numerous

(Continued on page 12)



The Cat Out of the Bag

The American Federation of Labor has just met in annual convention in Toronto. Preliminary publicity in connection with the Federation's slogan adopted at New Orleans last year to "double the membership" was issued by the Executive Council of the Federation when it convened at Atlantic City a few weeks before the Toronto meeting. At this time it was indicated that the Federation might claim an increase in membership of 750,000 during the course of the year. Actually it gained some 38,000 members or about one for each local union in the country.

Now comes David J. Saposs of the faculty of Brookwood Labor College in New York and openly charges that the Federation has always made a practice of padding its membership rolls and that its annual returns of membership do not in any way represent the facts as regards the number of persons actually enrolled in unions affiliated with the Federation. While there is undoubtedly a touch of bitterness in Mr. Saposs' statement due to an extended controversy between the Federation and the Labor College, the former charging that the latter is under the control of Communist influence, the fact remains that what is now publicly charged has long been privately known to those who have followed the destinies of the Federation.

In this connection Mr. Saposs is reported to have said:

"The only figures available are the per capita tax reports published after the annual A. F. of L. convention at New Orleans last October. Among these there is, for example, the United Mine Workers of America, who paid in a per capita tax on 400,000 members, whereas anybody at all familiar with the labor situation knows that the organization can barely boast a membership of 200,000. An even more glaring instance is that of the United Garment Workers of America, who, with an actual membership of about 10,000 paid a head tax last year for 47,500 members.

"The padded per capita tax payment in these and other instances are a part of the struggle for power among the member groups within the A. F. of L. They con-

tinue to carry on their books literally hundreds of thousands of members who have long since dropped away, but whose per capita tax the organization continues to pay in order to assure the leaders their voting strength in convention. It is through maneuvers of this type that the A. F. of L. is able to claim an increase of three-quarters of a million in the opening of the drive for doubling its membership."

Those who have followed the destinies of the Federation since it lost more than a million members in 1920 and 1921 know that, if anything, it has continued to lose in actual members since that time. Nor are the reasons for these losses hard to seek. Any organization as loosely knit as the Federation which protests on the one hand that it is attempting to build up a co-operative order based on reason and the improvement of the economic and social conditions of the workers, and which on the other hand vindictively and often untruthfully opposes every similar effort which is not under its own banner must inevitably decline. Any organization which by its silence apparently supports and approves of acts of violence committed by members of its constituent unions or by the officers thereof must alienate general sympathy. Any organization which arrogates to itself all credit for the economic advance which workers have made in this country during the course of the past several decades when, as a matter of fact, that advance has been in most instances in spite of and not because of its work, must be taken with the tongue in the cheek. All these things and legion more has the Federation done. It cannot hope to expand its membership or to enlarge its sphere of usefulness under the principles which now actuate it because it will continue to be denied the support and the suffrage of intelligent workers and thoughtful employers.

Continued from page 8)

have set out for themselves should confine their statements to the truth and should not utter such palpably distorted arguments to bolster up their cause.



A NON-UNION MAN HAS RIGHTS

The United States government has been attempting for some two or three years to complete a marine hospital in Cleveland. The job has been delayed innumerable times because of labor difficulties, strikes, jurisdictional questions, arbitrary demands and inter-union quarrels for power. In spite of these delays the contractors are attempting to finish the job with union crews. This is true in all crafts except those in connection with the installation of mechanical equipment. This work is being handled by a contractor who employs non-union men. The unions have threatened to withdraw their men from all of the crafts that are operating union in an effort to force this non-union contractor off the job. Evidently pressure was brought to bear on Federal officials to attempt to induce them to cancel the contract with the firm employing non-union men on the grounds that the presence of this company's employees on the job prejudiced and threatened the continuity of the work. The unions relied on a clause in the Government's contract which provides that each contractor shall co-operate with all others and that no contractor shall cause or permit any act which will interfere with the performance of work by any other contractor.

In a decision issuing from the Controller-General's Office the governing principles are clearly laid down. It points out that the contractor employing non-union men has in no wise interfered with the work of the other contractors on the job but that on the contrary whatever interference has taken place has been "the threatened interference on the part of workmen of the (closed shop contractor) with the (non-union contractor) and because the latter is an open shop organization." The Controller-General goes on clearly to state the law in cases of this kind and concludes his opinion with these words, "Employment of non-union labor by said company is neither unlawful nor in violation of the terms of the contract."

Here is a government building designed to aid those who are in need of medical care which is delayed and yet again delayed because of quarrels between unions. Not content with this short-sighted and anti-social policy the leaders of the Cleve-

Continued from page 4)

the contractor who is powerless and the public which must finally carry the load of the inevitable increased costs are the eventual sufferers. None except union officials is the gainer.

If there were any disposition on the part of building trades officials to abandon the jurisdictional dispute they could be eliminated without difficulty. But in the long run these officials prefer that they should not be eliminated. They prefer that these petty quarrels should develop and continue to develop in order that they may demonstrate to the membership of their organizations their ability to take work and members from some other organization. Meanwhile the American Federation, with which they are all affiliated sits by and twiddles its thumbs.

The jurisdictional dispute has been the bane of American building trades labor for forty years. It is no nearer solution today than it was forty years ago. But while these internecine struggles appear again and again in communities dominated by closed shop union labor, San Francisco continues to erect its buildings without the semblance of a jurisdictional dispute and now marks the completion of its eighth year without a jurisdictional struggle which caused the loss of a single day to a building trades mechanic or the delaying of a job for so much as an hour for any contractor or owner.

The next meeting of the American Plan Open Shop Conference will be held in Duluth. Decision to go to Duluth was made following the recent meeting of the Conference in Oklahoma City.

land organizations now threaten completely to tie up the work because a contractor who received his contract from the government as the lowest responsible bidder will not employ members of their unions. They go to the extent of threatening a secondary boycott against the union contractors unless the non-union contractor is removed. But the strong arm of the government acts and announces again that even a non-union man is a citizen of the United States and has a right to work on a building erected with public funds.



The AMERICAN PLAN

A. F. OF L. JOTTINGS

Determined to attempt to organize southern textile workers and to raise a fund of \$1,000,000 for this purpose.

Decided that the "support your friends, punish your enemies" political policy of the Federation should be continued and that no labor party should be launched in America.

Refused to endorse the request of American Legion for drafting of labor and capital in time of war but insisted that capital only should be drafted.

Approved the policy of state action on old age pensions and urged that a minimum pension of \$300 per year be established.

Heard impassioned plea from Bookkeepers Union that unions affiliated with the Federation employ union bookkeepers in their respective offices.

(Continued from page 7)

more firmly upon the community as has been the case in those eastern cities where it is still all powerful there could be but little question that San Francisco owners and San Francisco contractors would today be experiencing similar difficulties in connection with construction undertakings. So long as building trades workmen affiliated with unions take the position that whatever they may want is right and that no one else has any rights in the premises, just so long will contractors pray for the day that they may be released from the shackles of closed shop despotism and obtain the freedom that prevails and has prevailed for eight years in San Francisco.

(Continued from page 9)

ed the law and public decency, and who have usurped the power of courts and government for their own aggrandizement, be abolished through the setting up of this non-partisan agency.

To meet organized labor's control of the building trades San Francisco does not need to look to New York for advice as to how to conduct its affairs. The decision to adopt the American Plan in 1921 automatically and forever closed the door on the operations of such labor buccaners. It guaranteed unequivocally that

building operations here would not be conducted for the benefit of labor's self-constituted and grasping leaders. It guaranteed to San Francisco and the building public that they would be conducted peacefully, and properly; without threats, reprisals or graft, and for the benefit of all parties to the building industry, contractor, employee and owner.

(Continued from page 5)

hours it is strange indeed, that the situation has remained calm and untroubled as long as it has.

This country, in spite of the skeleton rattling of the exploiters of fear, will never be a fertile ground for the doctrines of extreme radicalism. But isolated and miniature revolutions such as the one which has shaken North Carolina may develop wherever industrial despotism continues to entrench itself and generate the poisons that grow from a policy of complete disregard for the mutual obligations of industry.

(Continued from page 3)

union to clean house with an amused indifference. They insist that the organization which not only tolerated but supported an officer for almost ten years whose acts now are no different than they were during the time that he was the idolized leader of the photo-engraving movement, is hardly to be taken at face value so far as protestations of regeneration are concerned. They refuse to return along the rough and arduous road they have been traversing these many years for they know that it would only lead them back to the old miasmatic swamps from which they so lately escaped. They have elected to continue to breathe the air of freedom.

(Continued from page 9)

than the examples of recognized unions in his own organization which have been guilty of anti-social practices which none can condone.

When the American Federation of Labor accepts all other honest approaches to employer-employee relations as active competitors for the suffrage of the American worker it will at a stroke clear away a vast cloud of misunderstanding and will place itself on an entirely different footing with American industry.

DIRECTORY OF American Plan Photo-Engraving Plants

The following photo-engraving plants are the only
shops in San Francisco, Oakland or Berkeley which
are operating on the American Plan:

<i>Name</i>	<i>Telephone</i>
ACME ENGRAVING CO. 265 Minna Street, San Francisco	DO uglas 2659
AMERICAN ENGRAVING AND COLOR PLATE CO. 248-250 First Street, San Francisco	KE army 7325-6-7
BINGLEY PHOTO-ENGRAVING CO. 811 Howard Street, San Francisco	DO uglas 2910
CALIFORNIA PHOTO-ENGRAVING CO. 121 Second Street, San Francisco	SU tter 0789
CONTINENTAL ENGRAVING AND COLOR PLATE CO. 156 Second Street, San Francisco	DO uglas 9192
GRAPHIC ARTS ENGRAVING CO. 500 Sansome Street, San Francisco	SU tter 0347
LANGER LITHO ENGRAVING CO. 684 Mission Street, San Francisco	SU tter 7223
WALTER J. MANN CO. 563 Clay Street, San Francisco	DA venport 1024-5
MARSHALL-NICHOLS-STACEY CO. 407 Sansome Street, San Francisco	DA venport 6226
NEW METHOD ENGRAVING CO. 680 Howard Street, San Francisco	KE army 6090
SALTER BROS. 138 Columbus Avenue, San Francisco	DA venport 0425
SAN FRANCISCO PHOTO-ENGRAVING CO. 215 Leidesdorff Street, San Francisco	SU tter 4397
STERLING ENGRAVING CO. 1045 Sansome Street, San Francisco	GA rfield 4160

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:
FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:
S. S. KAUFFMAN
President H. S. Crocker Co.

Secretary:
J. E. CUSHING
American Hawaiian Steamship Co.

Treasurer:
SAMUEL LILIENTHAL
President Haas Bros.

Managing-Director:
ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER Alexander & Baldwin, Ltd.	GEO. W. KELHAM Architect
J. B. BRADY, Gen'l Mgr. Pac. Coast Div. U. S. Rubber Co.	ROBERT A. KINZIE Mining Engineer
COLBERT COLDWELL Coldwell, Cornwall & Banker	FREDERICK J. KOSTER, Pres. California Barrel Co., Inc.
J. E. CUSHING American Hawaiian Steamship Co.	SAMUEL LILIENTHAL, Pres. Haas Bros.
GEORGE S. FORDERER, Pres. Forderer Cornice Works	J. W. MAILLIARD, Jr. Mailliard & Schmiedell
ROBERT B. HENDERSON, Pres. Pacific Portland Cement Co.	ATHOLL McBEAN, Pres. Gladding, McBean & Co.
S. S. KAUFFMAN, Pres. H. S. Crocker Co.	RICHARD S. SHAINWALD, Pres. The Paraffine Companies, Inc.
A. EMORY WISHON, Vice-Pres. and General Manager Great Western Power Co.	

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. IX

No. I



JANUARY
FEBRUARY
1930



San Francisco
A Free City



The Art of
Racketeering



Cornerstone
of Prosperity

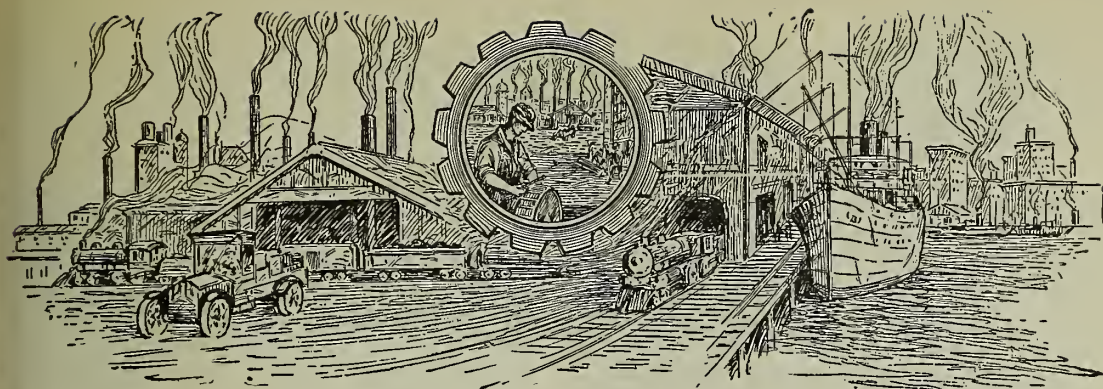
BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

DIRECTORY OF American Plan Photo-Engraving Plants

The following photo-engraving plants are the only
shops in San Francisco, Oakland or Berkeley which
are operating on the American Plan:

<i>Name</i>	<i>Telephone</i>
ACME ENGRAVING CO. 265 Minna Street, San Francisco	DO uglas 2659
AMERICAN ENGRAVING AND COLOR PLATE CO. 248-250 First Street, San Francisco	KE arny 7325-6-7
BINGLEY PHOTO-ENGRAVING CO. 811 Howard Street, San Francisco	DO uglas 2910
CALIFORNIA PHOTO-ENGRAVING CO. 121 Second Street, San Francisco	SU tter 0789
CONTINENTAL ENGRAVING AND COLOR PLATE CO. 156 Second Street, San Francisco	DO uglas 9192
GRAPHIC ARTS ENGRAVING CO. 500 Sansome Street, San Francisco	SU tter 0347
LANGER LITHO ENGRAVING CO. 684 Mission Street, San Francisco	SU tter 7223
WALTER J. MANN CO. 563 Clay Street, San Francisco	DA venport 1024-5
MARSHALL-NICHOLS-STACEY CO. 407 Sansome Street, San Francisco	DA venport 6226
NEW METHOD ENGRAVING CO. 680 Howard Street, San Francisco	KE arny 6090
SALTER BROS. 138 Columbus Avenue, San Francisco	DA venport 0425
SAN FRANCISCO PHOTO-ENGRAVING CO. 215 Leidesdorff Street, San Francisco	SU tter 4397
STERLING ENGRAVING CO. 1045 Sansome Street, San Francisco	GA rfield 4160



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco

Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

SAN FRANCISCO

A City That Achieved Freedom

"In San Francisco we have a new kind of industrial boss, a condition perhaps without precedent in which the ancient master, the employer, has been hopelessly defeated and unionism now reigns supreme."

"The employers of San Francisco are flat on their backs,' a prominent contractor told me. 'When a labor leader makes a demand we give in without a word. We can't do anything else'."

"They (the unions) then proceeded to drive out every non-union man in every industry in San Francisco."

"With the law of supply and demand working steadily in their favor, they have put up wages in San Francisco until they are higher than any other city in the world."

"They have developed a labor boss (P. H. McCarthy) by the side of whom Sam Parks in New York is but the crudest of bunglers."

"I do not believe it would be possible to

find a non-union man in any of the sixty-two building trades in San Francisco."

"The union (through picketing) has set about ruining the owner's business or forcing him to employ only union help."

"While I was in San Francisco one of these firms closed its factory as a result of the boycott, throwing permanently 260 workers out of employment."

"The sandwich men carrying picket signs had to strike in order to get a fair wage."

"Such is the case of the man who will not go into the union; he is persecuted with implacable hatred until he either gets out of town or joins."

"Graves which were dug by non-union men were filled with water and the crematory dynamited."

"The Building Trades Council is a highly centralized body absolutely dominated by the boss, P. H. McCarthy."

—From an article in McClure's Magazine, February, 1904

In 1904 if the late Samuel Gompers, who had then been the president of the American Federation of Labor for almost two decades had viewed the United States

from coast to coast and from north to south and had been asked to name that spot which in his opinion most completely represented the ideals and aspirations of



The AMERICAN PLAN

organized labor as he conceived them, he would undoubtedly have offered San Francisco not only as a perfect exemplification of the program of the Federation, but also as a great city upon which the full benefits of unionism had been bestowed. In the same year McClures Magazine, which at that time stood in the forefront of American monthlies attempting to interpret for its readers the rapidly changing economic and political texture of this country, noted the increasing strength of the Federation and considered that the reports which it received of struggles between employers and employed in various communities indicated that here was a new phenomenon in American life which called for consideration, investigation and report. It therefore requested Ray Stannard Baker, an outstanding writer of the day, to make a study of those communities in which labor had evidenced its greatest strength and to prepare for it a series of articles on the labor situation.

Baker visited a number of the larger cities in America. He found, wherever he went, that the controversy between employer and employed represented a new phase in industrial relations in this country. He discovered that although organized labor, in attempting to attain the position to which it felt it was entitled had joined battle with employers, had insisted on its recognition, had demanded wage increases and reductions in hours and, in general, had attempted to secure those fundamental changes in employment relations which constitute the outward and visible manifestations of labor's strength, that in each community save one employers were bitterly resisting the demands of the labor unions. He found in many cities that the employers were still sufficiently powerful either individually or as a result of the combined effort growing out of their community of interest, to prevent or at least largely to nullify and make inoperative labor's demands. In each of these cities he found the employer still the master of his own fate and largely the determiner of the destiny of his own business.

BUILDING TRADES RULES THROTTLE CONSTRUCTION

When Baker came to San Francisco, however, there was revealed to him a sit-

uation presenting the complete obverse of the picture which he had obtained elsewhere. The material quoted at the beginning of this statement is taken at random from the article he then prepared. He pointed out in the course of his discussion that labor had not only achieved complete industrial domination in San Francisco but that it controlled with equal effectiveness and certainty the political destinies of the city. He noted with amazement that in San Francisco, particularly in the building trades, collusive agreements between employers and employed resulted in exorbitant and outrageous prices to the owner. He pointed out that labor's effort to obtain a complete monopoly of employment and an inflexible stranglehold on the economic life of the community had been fully and completely achieved and that the toilers of San Francisco had become so inoculated with the virus of trade union philosophy that they felt that here the promised land had been attained. In conclusion he stressed the necessity of organization among business groups to prevent unwarranted encroachments by labor on the rights of the community.

The San Francisco of 1904 as thus described had not changed in any appreciable degree by 1921. With the exception of minor reverses on unimportant fronts labor could still claim a complete ascendancy. In the all-powerful building trades its authority was unquestioned. Its leader and czar, P. H. McCarthy, still held within his hands the undisputed power autocratically to determine as between success and insolvency for contractors and prosperity and starvation for individual workers. That vast network of union rules and regulations, so complicated in its outline that none knew all its ramifications and so rigidly legalistic in its interpretation that it was generally referred to in union circles as "the law," had been enlarged and expanded over the years until now its clinging and inescapable web interfered at every hand with economical and rational methods of conducting building operations.

THE SAN FRANCISCO OF 1904

Because the memory of man is short and because these regulations have, for almost a decade now, been completely



foreign to San Francisco's construction life, some of the most onerous and outrageous of the "laws" will here be reviewed in order that the freedom from restraint prevailing today may be thrown into a sharper and more clearly defined contrast, and the enormous forward strides taken by the city more readily appreciated.

In 1921 bricklayers had so far reduced their output that 850 bricks per day was considered as a reasonable and proper limit and on the last large building constructed here before the great building trades strike of that year even this insignificant and ridiculously small day's work was not attained. In that same year electricians, without definite rule or regulation but by common understanding among themselves, refused to install more than 11 outlets per day. Painters, in the full flush of power following the world war, insisted as a make-work measure and irrespective of the type of job to be performed, that no brush in excess of four inches in width could be used. The lordly plumber, then a law unto himself, had rules and regulations that were legion in number. This uncrowned prince among mechanics insisted that every job should be done in the longest, most costly and not infrequently in the worst way. In the supposed interest of sanitation he insisted that pipes should not be bent but that they must be cut and a fitting or fittings screwed into the joint, a process requiring probably ten times the labor of the shorter and, in this instance, better method. He positively denied to the youth of San Francisco the right to learn the plumbing business by refusing to employers permission to hire or engage any apprentices unless such apprentices were sons of a journeyman plumber which meant, of course, the son of a member of the union. Not even master plumbers sons could learn the business for a number of years. It was required that detailed reports from individual mechanics should be forwarded daily to plumbers' union headquarters. Based on these reports those workmen who exceeded the standard of output established by the union were fined or otherwise disciplined for their efficiency and loyalty to the interests of their employers. As a crowning insult to those for whom they

worked these tyrannical aristocrats of labor, in order to prevent observance by the employer of their own malingering, insisted that no employer could remain on the job for more than two hours in any day, and added to this incredible usurpation of the authority of those who provided them with their livelihood, that the union could order as many men on a job as it saw fit, regardless of the wishes of the employer or the needs of the job.

MILL WORK MUST BEAR UNION STAMP

Again in 1921 fragile and delicate materials such as brick, steam radiators and reinforcing rods could not be defiled by the careless hands of ordinary laborers. It was a requirement of the unions that, when being unloaded from delivery vehicles, they should be handled by high-priced hodcarriers, steamfitters and iron workers. In that same year the same hodcarriers refused to slack more than 10 barrels of lime per day. Lathers set an arbitrary limit on the number of wood lath they would drive or the yardage of metal lath that they would install. Mill work manufactured under economical and business-like methods would not be installed in San Francisco buildings by San Francisco carpenters unless it bore that sacred symbol of sanctity the union stamp. If it did not already carry this hallmark of costliness and inefficiency it was required that it be dummied through the various machines in San Francisco planing mills after which process of purification it was considered to have gone through some miraculous antiseptic treatment and could then be handled without fear of contamination by union carpenters.

By this same token electricians refused to work on fixtures and other electrical materials unless they too bore the haloed union stamp or label. The exclusive union painter refused to permit his sacred brush to be desecrated by permitting it to come in contact with materials erected by non-union men or manufactured under conditions which did not permit it to bear the union stamp.



The AMERICAN PLAN

In the interest of maintaining their monopolistic, extortionate and selfish control of the local labor market the use of labor-saving devices of all types and kinds was absolutely tabooed and interdicted by the high priests of the Building Trades Council. The paint spray gun, the cement gun, devices used for bending of reinforcing rods and similar examples of inventive skill and genius were denied to the contractor because their use made possible the performance of the job in a shorter period of time than would be required if the same work were performed by hand.

JURISDICTIONAL DISPUTES COMMON

Questions of jurisdiction frequently tied up jobs with strikes. These disputes between crafts as to which should be permitted to perform certain types of work caused bitter internecine struggles between unionists ordinarily arrayed under a common banner. To such lengths was this question of jurisdiction carried that plumbers and steamfitters, members of the same international union, wrangled and fought as to which craft should be permitted to apply the wrench to materials of certain kinds. If a pipe had to be driven through a brick wall plumbers and bricklayers disputed as to who should be permitted to cut the hole, and if the pipe was to be run through a concrete floor plumbers and cement finishers went through the same useless and senseless struggle. Carpenters and sheet metal workers battled as to which should be permitted to erect metal covered doors and metal sash. In 1913 plasterers and carpenters struggled on the Exposition buildings as to which should put up staff work. The plasterers struck. A few of them, unwilling to follow the dictates of their arbitrary leaders, remained at work. A new union, recognized by the Building Trades Council, was organized embracing these men. Fellow unionists on strike because of their jurisdictional dispute with the carpenters and who but a few days before had been working beside them on the scaffold now proceeded to beat up their brother workmen with brass knuckles or other equally effective weapons. Not satisfied with venting their wrath on the members of their own craft, they took similar action against hod-

carriers, innocent of participation in the dispute, but who had continued at work.

Brick contractors contributed one-half of one per cent of their aggregate contracts to the support of the Bricklayers' union. Other groups of contractors had entered into collusive arrangements with the union of the craft which they employed under the terms of which the contractors agreed that none but members of the union would be employed by them and the union in reciprocation guaranteed that none of its members should work for any employer unless he were a member of the contractors association. Not only did these collusive arrangements make possible the establishment of monopoly prices and monopoly conditions for those already in the business but they had other aspects that were even more far-reaching. A recalcitrant employer, one with sufficient backbone to rebel against some arbitrary and unjust regulation, could be and frequently was disciplined through the union and forced to obey the decrees of either employers' or employes' organization. New employers embarking in business were unable to do so until they had made their peace with the masters in the craft which they desired to enter and in case the masters felt, as they almost invariably did, that the field was already somewhat crowded, entrance to the business was denied. Similarly, mechanics coming from out of town points carrying fully paid traveling cards of their unions, could not obtain employment in San Francisco until the local unions consented. If any local men were out of work the traveling member was usually told to seek employment in some other community and not infrequently was escorted to the train in order to insure that the fiat of the union was obeyed. And it made no difference how idle or incompetent the local man might be. For him work had to be provided irrespective of what his employment might cost the contractor.

While innumerable examples of the same general type could be cited one or two cases of a most flagrant character which were presented to the United States Commission on Industrial Relations when it met in San Francisco in September 1914 must complete this record of outrageous union control.



"UNFAIR" MOTOR CAUSES STRIKE

A contractor during the course of erecting a building was required to use a compressor operated by an electric motor. The electricians' union understood that this motor had been purchased from a company it considered "unfair." The following letter was therefore addressed to the general contractor:

"You are hereby notified that you have a motor of the Conrad Electric Co., which is unfair with our council, running a compressor * * * The compressor is owned by Mr. Sheller, and he has caused trouble before on account of using Conrad motors. He refuses to remove the motor, claiming that as long as the compressor runs it is as far as his contract goes. If the motor is used any more after today we will strike the job at once."

Subsequent developments disclosed that the motor in question was not purchased from the firm complained of but was bought from a company considered "fair." As a consequence of this despotic and arbitrary action one job of this contractor was tied up and he was unable to obtain the contract for another.

A steel contractor had a foreman working for him, a member of the union, but to whom the union objected. The following letter was sent to the employer:

"The brothers of this local do not see at this time where they can benefit themselves working for this man Fisher so we think if you want to contract in this town you had better get rid of him."

Such were the conditions which prevailed in the building industry and such were the fruits of the power and despotism of the building trades unions. Organized originally for commendable and laudable purposes, the unions after obtaining their initial objectives had become the

playthings of selfish and irresponsible leaders. Drunk and intoxicated with the power which they had achieved they no longer asked for concessions, but peremptorily made their demands. Where, initially, they had striven to raise the standards of the few comprising their membership they now selfishly pursued their own ends for their own aggrandizement and without regard to the welfare, the interests, or the rights of the many, and with a total disregard for the economic welfare of the city which made possible the very existence of their organizations and the continuation of their own economic lives.

Lest it be supposed that the conditions which have been described were confined to the building trades alone and that other union organizations were free of similar control and similar practices, suffice it to say here that an equally black and unsavory record could have been set up for each of the important and basic industrial groups upon which the continuation of business supremacy of the community depended. But the conditions in the building trades have been outlined at length because they constituted the very heart of the local union movement, their efforts formed the spearhead of union activity, and their influence and prestige made possible, in many instances, either the development and power of other organizations or that unanimity of action among union groups which, for more than two decades, created such havoc on the expanding industrial life of the city.

LABOR DOMINANT IN POLITICS

Not only did labor with a capital "L" control the industrial life of the community, but it also had an equally powerful stranglehold upon its political existence. Three times had the union labor party elected its candidate as mayor. Once at least it had completely named the Board of Supervisors. Always it was in practically undisputed control of the San Francisco legislative delegation. Once at least as the closing chapter of the Schmitz regime the elective and appointive officers whom it had supported were forced to resign when "overwhelming revelations of the moral unfitness of its members to discharge the duties intrusted to them" appeared.



The Wm. Taylor Church-Hotel, the first of San Francisco's institutional structures, built under the American Plan



Its control of the city's political machinery, the practical unanimity of action of its members in elections, and the resulting fear of reprisals from organized labor of those in elective and appointive offices made possible the existence of a politico-economic regime which probably has never been paralleled in the history of American municipalities. Boards of Supervisors cringed and cowered at the crack of labor's whip. Again and again cases of violence growing out of labor disputes appeared on the court calendars and the defendants were either discharged or given nominal fines or suspended sentences. Police officials and police officers, taking their orders from labor politicians, in effect turned their backs when murder was to be committed during a strike. The life of a non-union man was continually in jeopardy and the complacent attitude of public officials was practically an open invitation to violence.

Such is the picture of San Francisco from the dawn of the twentieth century until 1921. The delineation has not been exaggerated and the picture which has been presented is in no sense a distorted one. Ample corroboration exists in newspaper reports and public records to afford support many times over for the record of debauchery of the industrial and political life of this community which has been outlined up to this point.

ARBITRATION BOARD REPUDIATED

And then suddenly in 1921 a situation developed which aroused the community as to a man. An arbitration contract entered into by the Building Trades Council at the request of its president, P. H. McCarthy, was repudiated when the Board established under the contract made its first findings adverse to labor. McCarthy speaking for the Council repudiated the Board on the most specious and sophisticated of grounds. Crafts involved in the wage reductions decreed by the Board refused to report for work and within a few days either strikes or lock-outs in other crafts had completely halted every operating job in San Francisco. For four weeks thereafter not a brick was laid, not a yard of concrete was poured, not a nail was driven, not a riveting hammer

with its shrill and insistent clamor punctuated the din of the city.

Shortly after the complete stoppage of building operations it was evident that steps must be taken to secure a revitalizing of the construction industry in order that this important stream in the city's economic lifeblood might again be caused to flow through the recognized and proper channels. There was not a building mechanic available to carry on the jobs actually under way or contracted for. Business leaders, therefore, under the auspices of the Industrial Relations Committee of the Chamber of Commerce, issued a clarion call to action to which the community responded as it always had in the face of a real and pressing crisis.

For this union-ridden city, with its decades of union control to develop and create a new organization to carry on the work which was then held up, was a task of such magnitude as well to have appalled those with less courage and less patriotism than were found in San Francisco at that time. Since union men refused to work under the conditions offered there was only one answer and that was to get men from other sources. But men would not come to San Francisco unless they were given reasonable assurance of continuous employment and proper working conditions. Faced with this serious problem those in charge of working out the plans to be undertaken made a momentous and far-reaching decision. They determined that under no circumstances would strike-breakers be brought into the city, but that every man imported to make possible the resumption of building operations should, so far as possible, be a competent, thoroughly skilled and responsible building trades mechanic. Gradually the new organization was assembled, slowly and haltingly building operations were resumed. Finally under the pressure of economic necessity and the visible evidences at every hand that their efforts to present a resumption of building had proved futile, the union organizations early in September voted to return to work under such terms and conditions as could be obtained. Since the only terms and conditions offered were those which called for a continuance of the American Plan, for which both community and con-



The AMERICAN PLAN

tractors had openly declared, and since this declaration called for the employment of both union and non-union men on the same job and in the same craft, these were the conditions that a chastened trade union leadership reluctantly and grudgingly accepted.

BUILDING TRADES POWER SHATTERED

And with the return of these men to their jobs, with the shattering of the power of the Building Trades Council, and with the grim determination of the community never again to place itself at the mercy of the arbitrary whim of visionless and irresponsible labor leaders, San Francisco became overnight a new community. No longer could the chiefs of the American Federation of Labor point to it with pride as the one city in the country where their complete domination was not only universally recognized, but where, according to their interpretation, it was accepted by employers and citizens as inevitable and even desirable.

Out of the travail and the necessity of this struggle in the building trades grew the Industrial Association of San Francisco. Those in charge of conducting the economic affairs of the community at that time, through the medium of the Industrial Relations Committee of the Chamber of Commerce, felt that a continuing organization should be the answer of the city to the organization which had, for so many years, been in undisputed control. It was decided that this organization should be amply supported and competently staffed in order to build up among the industries of the city a feeling that it could turn to this friendly group in time of difficulty and find there aid and assistance in the solution of its problems and reasonable support for its needs. And since that day in 1921 when decision was reached to establish the Association, through the nine succeeding years it has, through the magnificent support afforded by the business life of the community, effected such a complete reorientation in the industrial life of San Francisco as to be without parallel in the history of American cities.

For since that momentous day in 1921 when the building trades craftsmen de-

cided to return to their jobs and to aid in the completion of the city's building program the Building Trades Council has not only remained powerless, but has, if anything, still further declined in its influence in the community. All of the arbitrary rules and regulations, all of the uneconomic and tyrannical restrictions, all of the jurisdictional rules and intercraft disputes, all of the autocratic control of the building business through the insolent and dictatorial mandates of business agents and walking delegates, all the vast fabric of union control of the destinies of contractors, mechanics and owners, has been completely wiped out, never again to show its ugly head. The recollection of the unbelievable conditions which prevailed here prior to 1921 have become only as the outlines of some horrid and gladly forgotten nightmare.

Mechanics in San Francisco, forced in the past to pay unwilling tribute to the support of a vast hierarchy of labor officials, have become released from that burden and now breathe the air as free men. Through the device of the Impartial Wage Boards created from time to time to establish wages in the various building trades crafts, the interests of these mechanics have been protected as have the interests of contractors and owners alike. Due to the freedom from interruption of building operations, together with the tremendous growth in demand for new structures which arrived coincidentally with the advent of the American Plan, building trades mechanics have achieved a measure of prosperity and economic security which they had never known under the closed shop union regime. Workmen from other communities who have desired to establish their residence in San Francisco have been free to do so without concern as to the whim of some shortsighted business agent or the presence on the unemployed rolls of the union of ineffectives and incompetents.

JURISDICTIONAL STRIKES ELIMINATED

Nowhere is the contrast between the San Francisco of 1920 and the San Francisco of 1930 more clearly and sharply drawn than in connection with jurisdictional disputes. While the American Fed-



eration of Labor for the past ten years has been vainly striving to arrive at some formula or to find some procedure which would prevent the continued re-appearance of these inter-craft wars; and while millions of dollars of work has been held up in various Eastern communities because of the inability of contending and rival union factions to settle their differences; and while thousands of mechanics have been thrown out of work because of the heartless maneuvering by trade union leaders of the human pawns they control in order to obtain place and prestige and in order to build up the membership of their organization through jurisdictional claims, San Francisco has gone through nine full and crowded years of building with but one jurisdictional dispute arising involving four men and lasting but for a single day.

Limitations on production which were a universal aspect of building operations under closed shop conditions have been completely and forever eliminated. The presence of men on all jobs who are without union affiliation and who in consequence are unwilling to permit themselves to be controlled as to the volume of work which they should perform, has created that natural competition between mechanics which has guaranteed that men of skill and ability would be preferred for employment and that no arbitrary rules and regulations could be imposed which would require a contractor to keep on his pay rolls incompetents and shirkers.

APPRENTICE TRAINING UNDERTAKEN

In the past a great wall had been built around the building trades crafts designed to prevent young men, so far as possible, from learning a trade, thereby increasing the monopoly control of those already in the business. Under the American Plan regime, subject only to such minor regulations as might appear to be desirable in order to protect the interests of all parties, the youth of San Francisco have been free to select the building trade which they desired to learn and have entered upon it under conditions guaranteeing that eventual success would be theirs.

Early in its life, the Industrial Association determined that the shortage of me-

chanics in a number of crafts was nothing less than a scandal and that some means must be devised for meeting this shortage. A close study of the entire situation was undertaken and it was determined to attempt to teach the rudiments of a number of the building trades in apprentice schools. Many employers in these trades scoffed at the possibility of offering any instruction in a school which would be of the slightest practical value on the job. Efforts of the Association to obtain data on the results of similar experiments met with complete failure because up to that time no apprentice training of this type had been attempted.

In spite of the obvious difficulties, and in the face of the open hostility of contractors, decision was reached to open a school for plasterers. The Association was never of the thought that competent finished mechanics could be turned out in the school, but, after mature study of the question, it was very definitely of the opinion that all of the necessary rudiments for a craft education could be provided in the school and that sufficient craft skill could there be acquired so that employers would no longer look on apprentices with suspicion and hostility considering them as a liability, but would at once recognize that they had progressed sufficiently to be considered as a very definite and tangible asset.

Without going into details it must suffice to say here that the Association's training program proved to be a complete and unqualified success and that those employers, who originally were most scornful and most dubious as to the proposed program, were forced to admit that much of the mystery with which they had in the past surrounded their craft and much of the pretended difficulty of acquiring the necessary skill and knowledge were only the reflected fabrications of trade union leaders who had desired to make still more certain their monopoly control. In the past nine years the Association has trained in its schools some two thousand young men and still has in the course of advanced training some two hundred and fifty. Schools have been conducted in plastering, plumbing, paperhanging, painting, decorating, electrical work, foundry practice, bricklaying, tile



The AMERICAN PLAN

setting, power machine operating, and in addition the Association has supervised instruction in the glazing and photo-engraving field.

Most important of all in connection with the Association's apprenticeship work has been the fact that in most trades its apprentices have received a training so exhaustive in all its details, so thorough, so well-rounded that at its completion the apprentice was better equipped as a mechanic than had been his brother, trained under union conditions. For under the American Plan all of the apprentice's time was taken up with practical work, while under union conditions much of the time was consumed in unnecessary and often unrelated activities quite unsupervised and with the whole program carried out without direct control or sympathetic administration.

EMPLOYMENT BUREAU ORGANIZED

In 1920 there was only one source of employment in San Francisco for a building trades mechanic and that was his union. It was all too frequently the case if he did not belong to the gang which was in control, or if he was personally on unfriendly relations with the business agent he might, irrespective of his skill, remain out of work for weeks on end while less skilled but more tractable members of the organization were continuously employed. One of the first steps which the Industrial Association took was the establishment of a free employment bureau. Here both union and non-union mechanics may be registered and from this bureau both are placed. At the present time employment without cost is being found for about one thousand men per month. Because a man's employment and placement through the Association's bureau depends entirely upon his own skill and ability, because no favorites are played, and because the purpose and object of the bureau is satisfactory service to employers, many union men have shown continuing preference to be placed through the Association's office rather than to seek employment through the headquarters of their organization. Many others, completely satisfied as to the purposes and objectives of the Association,

have willingly and voluntarily foresworn their union affiliations, assured that they are afforded better protection against exploitation, favoritism and discrimination by openly accepting the American Plan and working under its banner.

Certainly the most unique and interesting of the devices which the Industrial Association has set up for the purpose of maintaining the American Plan in San Francisco has been that of the establishment from time to time of Impartial Wage Boards to determine building trades wages and general working conditions. Prior to 1921 collective bargaining, so called, was the means employed to determine wages in each of the many building trades crafts. What this actually meant in terms of a real bargain is indicated by the answer of one intelligent business agent in the building trades field to a request for a definition of this highly controversial question. "Collective bargaining," he said, "is that method of determining wages and working conditions under which employers and employees sit down on opposite sides of a table and whichever side is the stronger gets what it wants."

"COLLECTIVE BARGAINING" AS PRACTISED

Since for twenty years or more preceding 1921 labor was completely and unquestionably in the saddle, collective bargaining meant neither more nor less than permitting employers to make the rather dubious gesture of "bargaining" for an agreement with their employees. Following this they were forced to swallow the unsavory medicine presented to them by the unions, the assumption being that the bargaining hocus-pocus had sweetened slightly the bitter dose which they had been required to take.

Obviously this method of establishing wages in the building trades could not be continued in the face of labor's and the employer's inability properly to accept the responsibility thus thrown upon them. The Association, therefore, decided that it would establish impartial boards of well known citizens without direct connection with the building industry, whose task should be to hear all of the available evidence and the needs for revision in the



current wage scale or working conditions and then to promulgate a scale which should control until such time as changes in conditions warranted a reexamination of the entire wage situation. Four of such boards have been set up by the Association during the course of its history and the wage awards which have been handed down have become generally recognized and controlling in the local building field. That the object of such a device for wage determination has not been the reduction of wages is evidenced by the fact that all of these boards, save the first which held its hearings immediately after the close of the great strike of 1921 have raised building trades wages in a number of the crafts and that one of these boards, that which sat in 1926, raised the wages of every craft employed in building operations. While initially the officials of the various unions did not openly boycott this board, and while a considerable number of them actually testified before the first two boards, since that time practically no appearances of officials representing unions affiliated with the building trades council have taken place. The reasons for this are, of course, not far to seek. If the building trades mechanic is to have his wages increased and his conditions improved without having to call upon the professional labor leader for aid and assistance the necessity for the continuation of the business agent's pleasant and lucrative job has obviously passed. This clear recognition on the part of the labor hierarchy that the continuation of the Impartial Wage Board would constitute a direct threat to the continuation of their own jobs has accounted for the open boycotting of recent wage boards and the vitriolic and vituperative attacks which have been made against them.

The building trades mechanic, however, as a whole is satisfied with the conclusions which have been reached by the Board and, as already pointed out, is in many instances only too happy to trust his economic destinies to an organization which he has come to know as one which is willing at all times to stand for his rights and to guarantee his protection against exploitation.

COMMUNITY OUTLOOK CHANGED

Nowhere is the contrast between the

San Francisco of 1921 and the San Francisco of today more clearly and sharply brought out than in connection with the community's political life and outlook. Where the union labor party of the first decade of this century could elect its own candidates almost at will, labor today feels that it has achieved a considerable measure of political victory if the candidates which it endorsed, all of whom have already signified their intention of running for office, are fortunate enough to find themselves victorious after the ballots are counted. No longer do public officers servily grovel when labor behests become known. No longer may the demagogic and self-styled leader of organized labor crook his finger and beckon to him legislators, supervisors and judges. Public contracts, which in the past might be manipulated in case the successful bidder was not friendly to organized labor, are now let to the lowest responsible bidder irrespective of what his labor views may be. Judges who have openly attempted to curry the labor vote by prostituting their high offices can no longer count on being elected as a result of the apathy and indifference of the great mass of intelligent voters. Labor men guilty of crimes growing out of disputes are now meted out the punishment which the law sets forth and are no longer privileged characters pursuing their campaigns of intimidation and violence with impunity.

With one stroke in 1921 San Francisco achieved what was generally held to be the impossible. With a single blow she struck off the shackles which organized labor had forged around her and for nine years she has attained a measure of industrial freedom and a degree of industrial prosperity and advancement which not even the most sanguine of her lovers would have believed possible a short decade ago. Strong and united by the knowledge of the righteousness of her cause, proud of her new and towering skyline symbolic of her aspirations and hopes, confident and exultant in her new-found strength, grimly determined never to relinquish the advances which she has made, she can look toward the future certain that the destiny which nature has set out to be hers will be inevitably and magnificently achieved.



The Fine Art of Racketeering

Labor leaders in Chicago still consider that the best means for obtaining their objectives is through the use of violence. Recently the owner of a small theatre in a Chicago suburb installed talking picture equipment and was told by the business agent of the Motion Picture Operators' Union that it would be necessary for him to employ two operators at a total cost of \$208 a week. The management claimed that it was unable to afford this and offered to pay \$105 a week to one operator, but this compromise was refused by the Union and an ultimatum was delivered that he must use two operators or he could not continue in business.

Dispatches from Chicago state that his films were then shut off and that when he went to the office of the agency from which he was receiving films to protest, he was attacked by three thugs and in the course of the melee had one eye badly injured, lost four teeth as the result of being kicked in the mouth and was shot in the leg.

Evidently the proprietor of this theatre made arrangements to secure his films from some other source, for about a week ago, during an afternoon performance, when about 400 people, mostly children, were in the theatre, a bomb was thrown in the rear of the house and a serious panic was narrowly averted.

Accordingly to Gordon L. Hostetter, the Executive Secretary of the Employers Association of Chicago, residents of the Windy City are not only confronted with a municipal government, which has apparently become practically bankrupt, but must, in addition, face the continual demands of racketeers who mulct them out of more than one hundred million dollars per annum.

Hostetter goes on to say in a recent press release that things are quiet in Chicago if less than a hundred bombs are exploded in connection with racketeering activities during the course of a single year. In the past eight years 774 bombings have marked the line of battle on Chicago's racketeering front. But two convictions of bombings have been obtained during this time, with five convictions of conspiracy to bomb.

Explosives, however, are not the exclusive weapon of the racketeers. Murder is considered an entirely legitimate weapon to be used either in the rum racket or the labor racket. On February the 10th the construction superintendent for the Landis Award Employers Association was murdered by unknown parties as he was proceeding to work. The Landis Award Association has recently been successful in taking over a number of contracts on jobs that had been struck by trade unions affiliated with the American Federation of Labor and carrying them through to a successful conclusion. Any threat to the monopolistic strangle-hold of organized labor leaders of Chicago, any threat to the graft and corruption with which the labor movement in that city reeks, is considered to warrant the employment of a gunman and the murder of those who oppose the labor racket.

In San Francisco, while the racket has shown itself on one or two occasions in fields other than the building industry, it has been invariably suppressed through vigorous action by public authorities and employers. So long as American Plan conditions continue to exist in major industries in San Francisco, just so long will the racket be unable to obtain a permanent foothold here. With the daily exodus of the racketeering gentry from Chicago under the belated activity of the public authorities, these undesirables will be looking with longing eyes at greener and more lucrative fields. Only the most exacting vigilance can keep them out. But the moment the vigilance of the community is relaxed, racketeering will thrust up its ugly head and will attempt to exhort from employers and workers alike millions of dollars and will enforce its demand with violence and murder.

Pacific Coast Founders Elects

The Pacific Coast Founders Association held its annual election at its January meeting, and the following officers were chosen to conduct the affairs of that Association for the year 1930: Chas. Hoehn, President; N. Alper, Vice President; Maurice S. Greenberg, Secretary, and Chas. A. Kingwell, Treasurer.



Digging Their Own Graves

The only answer of the Musicians' Union to the situation created by the advent of sound pictures, with possibly a fourth of its members idle, has been a series of costly advertisements urging a return to the living player. It apparently has not considered the necessity of examining its own position and determining whether it is in any sense responsible for the predicament in which it finds itself. Now it appears that additional San Francisco musicians are likely to be thrown out of employment because of the decision of the owners of the Geary and Curran theatres to erect on this site a building which will be able to show a reasonable profit for its owners rather than a continual deficit. Responsibility for this change, according to the management, can definitely be placed at the door of the Musicians' Union and its affiliated organizations in the theatrical field which insist that their arbitrary rules and regulations must be carried through to the letter, even though they make the operation of these houses economically unjustifiable.

As an example of the methods employed by the Musicians' Union, the enforcement of its rule with regard to orchestras accompanying traveling shows may be cited. The local union requires that for all traveling shows a substitute orchestra of local musicians must be employed at least one day per week. In musical comedy productions this has proven to be entirely unsatisfactory with the result that on one recent occasion during an eight weeks' run this substitute orchestra was paid each week for a performance which it did not give. Similarly, when shows requiring no orchestra at all have played in these houses, the union has demanded that eight musicians be employed even though they did not even report for duty.

According to Mr. Curran, it has cost him approximately \$26,000 a year in salaries to local musicians for which he has received no equivalent service.

With the closing of the Curran and Geary theatres, San Francisco patrons of the arts may find that San Francisco is no longer listed among the cities which are visited by the best traveling companies.

From the Life

He drifted into San Francisco a half-baked mechanic in one of the most technical of the building trades crafts. He was unable to secure employment in this trade because of his lack of skill and knowledge. He applied for a position as a laborer. He seemed to the manager of the Industrial Association's Employment Bureau to have lost all heart and courage and when a call came in for laborers he would stand up irresolutely and as others who were more aggressive pressed forward would sink back into his place dejectedly.

One day the manager of the Employment Bureau had a call for a man to do two or three days work with a hand truck. He did not follow his customary practice of merely calling out, but picked out this laborer and offered him the position. The man took it. He vanished from his customary seat in the Employment Bureau.

About a year later the manager of the bureau saw this same individual coming toward him on the street. He states frankly that he was afraid that he was going to hear a lengthy hard luck story, but no opportunity presenting itself for escape, he waited for the man to greet him. To his amazement he was informed that the man was still working at the place to which he had been assigned; that he was now employed steadily on a monthly salary; that he had a position of small responsibility; and that his own life and that of his family had been entirely recast as a result.

Again about a year passed. One day the man came into the Employment Bureau. He was well dressed, obviously confident and self-sufficient.

"That was a wonderful chance you gave me when you sent me to that job," he said, "I'm manager of my department now. I have my own office and my own secretary. I am buying a house for the family. Got a nice little car and am sure on the high road to success. I came in to tell you about how lucky I have been and to thank you for giving me the chance, and if you find another man who is in the same difficulty that I was when you sent me to my job I wish you would send him around. I can use him."



The AMERICAN PLAN

Cornerstone of Prosperity

Under this caption the editorial to be found below was recently published in the Los Angeles "Times."

"The statement of President Coffin of the Merchants' and Manufacturers' Association that the 'preponderance of labor in Los Angeles' accepts the leadership of that association is an unquestionable truth. The open shop, which the association fosters and maintains, could not exist a week without the cooperation of the free workers who feel that it is beneficial to them. The workers who use the free employment bureau of the association and who are placed by it by the thousands each year, are among its staunchest defenders. They know it will protect them against intimidation and exploitation as readily as it will move to protect employers against unionist exactions.

"The open shop is the foundation of Los Angeles prosperity and the Merchants' and Manufacturers' Association is the corner-stone of the open-shop. The association has closed its most successful year, strengthening its position and expanding its activities. Its thirty-five years of existence have shown continued growth; each year it has met successfully bigger and bigger problems and every solution has contributed permanent benefits to the city.

"By maintaining industrial peace, the association really finds itself handicapped to some extent by its very success. If it had an occasional hard fight on its hands, it would come more into public notice and so receive better support. But it keeps the wheels of industry running smoothly and so escapes the attention that is really its due. Business men of the city, beneficiaries of the association's work, are too prone to forget, at times, its existence, to consider that the conditions which it has brought about are really natural and inevitable. They are not. They were won by years of effort, in the face of great obstacles and determined forces and they can be kept only by continual struggle.

"The struggle against the closed shop takes time and money, but it is worth while. Los Angeles has not had a serious strike for years! What other city can boast such a record? If there is one, it also is an

Machiavelism or Altruism

The Executive Committee of the American Federation of Labor has suddenly and rather surprisingly interested itself in the United States Army. This Committee announces that it has "given consideration to the Army Pay Bill, which provides for increases in the compensation allowed officers and enlisted men in accordance with their classification. The Executive Council gave its endorsement and approval to this Army Bill with the suggestion that efforts be put forth to secure an increase for the enlisted men."

At another point concerning the same matter a spokesman for labor says, "Labor, in accordance with a resolution just passed, will now strive to correct these injustices, as it has in the past when wage scales and living conditions were found to be ill-balanced and unfair to the worker."

If labor's interest in the pay of army officers and enlisted men is purely altruistic, and if the Federation desires to see the conditions of pay of the government land forces increased in order that their living conditions may be improved, such a course is highly commendable and can in no sense be criticized. But the lucubrations of the high chiefs of the Federation are generally not so simple and so readily explainable. Its acts are often clothed in a fine external velvet, but the lining does not always bear scrutiny, and sometimes turns out to be shoddy.

In connection with the Federation's interest in Army pay it must of course be given the benefit of the doubt, but a question may be asked in passing. Does this action of the Federation hark back to the days when it was found necessary to employ Federal troops in order to quell labor disturbances and is it hoped by this gesture to secure a sympathetic response on the part of the Army in future industrial disturbances? The answer, of course, lies in the high integrity and fine sense of loyalty and discipline of the Army, but the question may still properly be raised.

open shop city, and it is kept that way by some similar organization to the M. and M., deserving the utmost in public support."



The Labor Racket Again

Recently five men were arrested in New York charged with having broken into a clothing manufacturing establishment, and there destroying merchandise and material valued at more than \$25,000. The only reason given for the destruction of property was the fact that the proprietors of this company insisted on running a non-union manufacturing plant. Those arrested are well known in connection with the labor racket and have long been associated with those who have made it their business to force employers to obey the behests of irresponsible union leaders or to conform to collusive agreements between union leaders and their competitors under threat of sabotage such as that which visited the plant in question. Detectives who investigated the case declared that the firm had been repeatedly warned not to run an open shop and because it had disregarded this warning the five men who were arrested broke into the establishment, poured acid over bolts of cloth, smashed cutting machines and tore up finished suits of children's clothes.

Two of the men arrested were accused in the winter of 1927 of complicity in connection with the death of a notorious gangster known as "Little Augie." This particular thug, who made it his business to sell his services to the highest bidder, carried on a specialized campaign of industrial warfare. He was shot and killed by gangsters on October 15, 1927. The evidence was too fragmentary to secure a conviction of those accused.

Whenever the American Trade Union movement accepts the program of condemning acts of this kind and insists upon disciplining members of constituent organizations who are guilty of such tactics, the business and industrial life of America will begin to look with some interest on the blandishments and the offers made to them by the unions which are now members of the Federation. But until that time arrives they will continue to believe that the Federation is chiefly a huge political machine designed to keep in well paid jobs those who conform to the behests and demands of the leaders of the organizations.

Equity Goes the Whole Route

The Actors Equity Association has decided that even though its members starve, they must not be subjected to the hazard of contact with non-union stagehands. Recently in Los Angeles in connection with a little theatre project carried on by well-known actors and established in order to give employment to actors during periods of slack work, orders were issued by the Theatrical Federation that although there was nothing for them to do, four union stagehands and six union musicians must be continually on duty at the theatre. As the result of this additional expense, the theatre was forced to close. Later it opened again and according to one of the actors there was no need for more than one electrician and one stagehand in the play which was to be presented. Non-union men were engaged for these positions.

A few days after the show had opened, a representative of the Equity appeared at the theatre and ordered that the curtain should not be raised unless the demands of the Theatrical Association were complied with and the full quota of stagehands and musicians employed.

It is now stated that this move on the part of Equity, however, represents a new phase in its development. Up to the present it has pursued a more or less independent course and has refused to strike in sympathy with stagehands or musicians who are having difficulties in any theatre. The latest move is believed by many to mark a complete change in this policy and it is freely predicted in theatrical circles that in the future Equity will refuse to participate in any performance unless all persons associated with the theatre, such as musicians, stagehands, electricians, etc., are members of recognized trade unions affiliated with the American Federation of Labor.

A business agent of the Plasterers' Union in the Bronx, New York City, a racketeer, and a plastering contractor were recently arrested and placed under heavy bonds as the result of incendiary fires causing damage of more than three million dollars and the loss of life in connection with the plastering racket there.



A Phenomenal Safety Record

A construction record unique in the annals of the large building projects in San Francisco was achieved on the William Taylor Hotel job, a picture of which appears elsewhere in this issue. With an average employment of 350 men on this job over a period of several months, not one life was lost nor was there a single serious injury during the fourteen months that the building was under construction. Formerly, it was considered inevitable in the erection of steel frame buildings that at least one death would occur to a floor, and frequently this terrific toll was materially exceeded.

A number of the large buildings in San Francisco constructed under American Plan conditions have had phenomenal safety records without the loss of life, and some of the success of this program is due to the inspection and safety work which the Industrial Association has carried on for a number of years. Probably the most important factor in improving the safety records on construction in San Francisco can be traced directly to the splendid educational work among contractors which has been carried on by the State Industrial Accident Commission.

Compressed air workers employed sixty-five feet below the river level on subway work in New York and members of Local Union No. 2, narrowly escaped death when striking members of Local No. 67, affiliated with the same organization, cut the compressed air pipes, causing water and river mud to rush into the caisson. Only the heroic action of the compressor engineer, who had to draw a revolver to fight off the attackers, saved the lives of the three men in the caisson.

The members of the Cloth Examiners and Shrinkers' Union of New York City were willing to pay their President \$300 per week, to buy him a \$20,000 house, to pay off a mortgage of \$10,000 and to give him other gifts totaling \$10,000, but when he asked them to levy an assessment on themselves to pay the income tax on the gifts they had previously given him, they rebelled and had him arrested for extortion.

Green and Garment Workers

Under this caption the following editorial appeared in a recent number of the Brooklyn "Daily Eagle":

"Three strikes were approved by the Garment Workers Convention in Cleveland, which President William Green of the American Federation of Labor addressed with approval. Twelve thousand persons will go out in New York and several thousand in other cities, on strike for more wages or better conditions or both. Mr. Green does not regard this as any peril to stabilization. He is quoted as saying in his address:

"Labor will keep its bargain with President Hoover, and will not 'rock the boat,' but this does not mean that labor will not be prepared to take advantage of every opportunity that presents itself to increase the wages of the workers, to shorten the hours of employment and improve working and living conditions."

"Most of us think that the words of President Green are self-contradictory. There's no conciliation in an announced intention to embrace every opportunity for a conflict. Most of us are seriously convinced that strikes do 'rock the boat'. On that point no employer has the slightest doubt in the world.

"But President Green has to meet in his organization radical forces which he fears. The radicals demand 'action.' Hence his declaration that American Labor 'is just as militant as it ever was in its entire history.' However, carrying water on both shoulders is a difficult gymnastic exercise not to be long continued without serious consequences to the experimenter."

Motion picture houses in Seattle have been attempting to secure release from the onerous contracts imposed upon them by the Musicians' Union. An ultimatum has now been delivered that each of ten houses must employ a union organist irrespective of whether there is opportunity for them to play or not. Evidently the Musicians' Union has learned something from its San Francisco experience, for in Seattle it no longer insists upon the employment of full orchestras which are given no opportunity to play.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

J. E. CUSHING
American-Hawaiian Steamship Co.

Secretary:

SAMUEL LILIENTHAL,
President, Haas Bros.

Treasurer:

J. W. MAILLIARD, JR.
Mailliard & Schmiedell

Managing-Director:

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Pres.
Haas Bros.

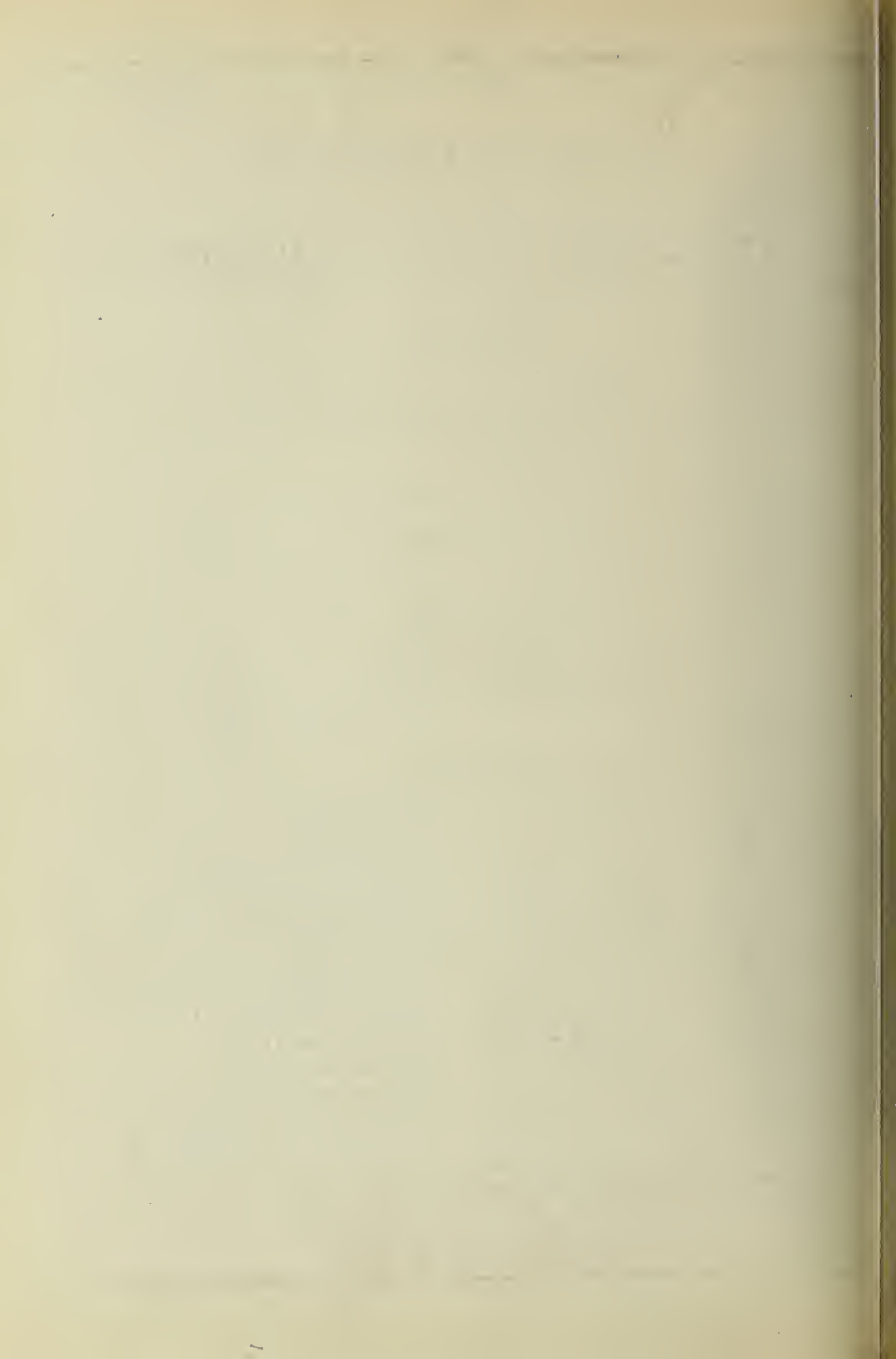
J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

F. S. MCGINNIS, Vice Pres.
Southern Pacific Company

RICHARD S. SHAINWALD, Pres.
The Paraffine Companies, Inc.

A. EMORY WISHON, Vice-Pres. and General Manager
Great Western Power Co.



THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. IX

No. 2



APRIL
MAY
1930



Photo Engravers
Lose Strike



Capone Likes
Building Racket



Senate and
Judge Parker

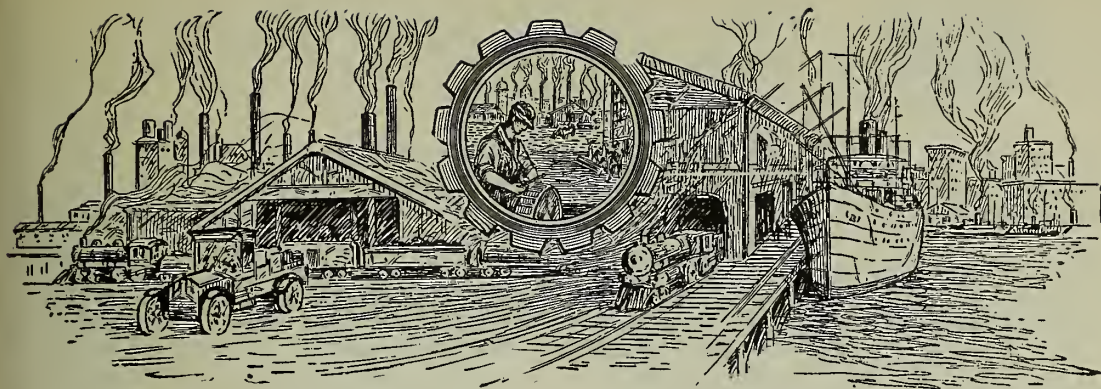
BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

DIRECTORY OF American Plan Photo-Engraving Plants

The following photo-engraving plants are the only
shops in San Francisco, Oakland or Berkeley which
are operating on the American Plan:

<i>Name</i>	<i>Telephone</i>
ACME ENGRAVING CO. 265 Minna Street, San Francisco	DO uglas 2659
AMERICAN ENGRAVING AND COLOR PLATE CO. 333 Fremont Street, San Francisco	GA rfield 3242
BINGLEY PHOTO-ENGRAVING CO. 811 Howard Street, San Francisco	DO uglas 2910
CALIFORNIA PHOTO-ENGRAVING CO. 121 Second Street, San Francisco	SU tter 0789
CONTINENTAL ENGRAVING AND COLOR PLATE CO. 156 Second Street, San Francisco	DO uglas 9192
GRAPHIC ARTS ENGRAVING CO. 500 Sansome Street, San Francisco	SU tter 0347
LANGER LITHO ENGRAVING CO. 684 Mission Street, San Francisco	SU tter 7223
WALTER J. MANN CO. 563 Clay Street, San Francisco	DA venport 1024-5
MARSHALL-NICHOLS-STACEY CO. 407 Sansome Street, San Francisco	DA venport 6226
NEW METHOD ENGRAVING CO. 680 Howard Street, San Francisco	KE army 6090
SALTER BROS. 138 Columbus Avenue, San Francisco	DA venport 0425
SAN FRANCISCO PHOTO-ENGRAVING CO. 215 Leidesdorff Street, San Francisco	SU tter 4397
SERVICE PHOTO-ENGRAVING CO. 440 Sansome Street, San Francisco	SU tter 3970
STERLING ENGRAVING CO. 1045 Sansome Street, San Francisco	GA rfield 4160



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco

Published Bi-Monthly

Subscription Price \$.25 a year, included in annual dues

Photo Engravers Lose Strike

Almost fifty-three weeks to a day from the declaration of a strike by the San Francisco local of the International Photo-Engravers' Union the same union on May 2nd voted unconditionally to call off the strike and to permit its members to return to work under such terms and conditions as might be offered and without regard to the industrial relations policy of any of the local photo-engraving shops. So far as is known this is the first time any local of the Photo-Engravers' Union has ever officially rescinded a strike order without attaching any conditions.

It will be recalled that for several months preceding April, 1929, negotiations had been proceeding between a committee representing the Northern California Photo-Engravers' Association and the local Photo-Engravers' Union. Late in 1928 the general outline of a proposed new contract had been approved by both employers and the Union. Under the constitution of the International Photo-Engravers' Union all such agreements must be submitted to the International officers for final ratification. This course was followed in connection with the proposed local agreement and on its return it was disclosed that the International officers had added a provision calling for the gradual adoption of the forty-hour five-day week.

Following the receipt of the approved agreement from the International negotiations continued, the employers insisting that under the peculiar local conditions prevailing here they could not accept the amended agreement and the Union contending that under the International constitution it had no authority to alter the provisions insisted upon by the International officers. Finally, after weeks of fruitless negotiations an ultimatum was delivered by a vice president of the International who was in San Francisco in charge of the negotiations, that unless the employers signed the agreement by four o'clock of that day that no men would report for work the following morning. The employers refused to surrender and as a result all photo-engraving establishments in San Francisco, Oakland, Sacramento, Fresno and San Jose were struck.

Shortly thereafter it became evident that with the exception of the San Francisco shops there was little disposition on the part of the other establishments affected to stand up for their rights and the employees in the out of town shops gradually returned to work. These men returned, however, under the conditions which had prevailed prior to the strike and without agreement or insistence on



The AMERICAN PLAN

the part of the Union that the forty-hour week should be abandoned in favor of the shorter work period.

A few weeks later, two shops in San Francisco resumed operations with union crews and during the course of the subsequent months one other shop returned to union conditions and one shop which was operating union reorganized its methods and adopted the American Plan.

On the afternoon of April 23, 1929, representatives of most of the shops in the Bay area met with the Industrial Association and a plan of action was laid out which has been consistently followed during the subsequent months. Although it was the peak of the photo-engraving season all over the United States the Association immediately proceeded to recruit men in various other communities to fill the places vacated by the striking engravers. While some difficulties were met with initially in connection with the location of suitable mechanics these difficulties were gradually overcome until eventually all of the shops were restored to normal operating conditions. During the year eight or ten of the union men gave up all affiliation with that organization in order to return to work.

Beginning about March 1st of this year rumors were heard that the International officers in charge of the local situation would attempt to effect some sort of settlement which would, they hoped, be the equivalent of "peace without victory." Various suggestions looking toward this end were explored by the Union but to its amazement and chagrin it was discovered that the various photo-engraving employers were not in the least concerned with what action the Union might take. On the contrary it was found that there was no disposition on the part of the employers to welcome back the union men and that on the contrary, a number who had told their men at the time of the strike that if they left they could never expect to return had in no wise changed their position. Several efforts were made by the International officers to secure some affirmative action on the part of the Union but the large strike benefits paid and the presence of a number of radical union men in the local prevented this action

until May 2nd at which time the vote abandoning the strike was approved.

In reviewing the circumstances which led up to the employers' decision to sever all connection with the Union some of the rules and regulations which were in effect in the photo-engraving industry for many years may be recalled. For example while the minimum wage was one which was not unduly high practically no members of the union were employed at this minimum. It was a matter of common knowledge that the union mechanics did their work at such a rate as to make possible the receipt on their part of heavy overtime payments. Another extraordinary and almost unbelievable rule of the Union affecting wages and tending to hold them up to a level that was not warranted by the conditions of the industry was that which provided that if a man left any shop for any reason whatsoever his position could only be filled on condition that the employer pay the same wage to the new man as was paid to the man who was no longer employed. This rule was applied inflexibly without the slightest deviation and without regard to the relative skill or knowledge of the craft of the two workmen. In consequence men of mediocre ability received wages which only skilled photo-engravers should have commanded.

Under the rules of the Union the number of apprentices permitted was totally insufficient to compensate for growth in the industry and ordinary separations from the trade. In addition, the Union so circumscribed such apprentices as were in the trade that employers hesitated to use them as their presence in the several plants was, for many months more of a liability than an asset. During this period the apprentice could be nothing more than an errand boy. He could not touch any of the photo-engraver's tools or materials and was not even permitted to wash glass. It was necessary under the rules of the Union to employ high priced journeymen for this almost unskilled manual task. Many other regulations making for decreased effectiveness and increased cost were imposed by the Union officials.

The most serious handicap, however, under which the local employers had to operate was the complete and total disre-

(Continued on page 13)



The Senate and Judge Parker

While the United States Senate debated and wrangled over the confirmation of the appointment of Judge Parker to the Supreme Court two inescapable conclusions were clear to any impartial observer. The first of these is that the Senate opposition to Judge Parker was neither in defense of economic theories on the one hand nor a sincere objection to the appointee on the other. It was primarily and fundamentally a battle against the President of the United States, an effort on the part of certain Senators to circumscribe the actions of the Chief Executive and to embarrass him in the exercise of his constitutional powers. The second conclusion is that attacks such as those which have marked the confirmation of the appointment of Chief Justice Hughes and of Judge Parker constitute the most serious threat to judicial independence which has been seen in the United States for decades.

For those Senators who found themselves in opposition to the Nation's chief executive, irrespective of the party designation under which they were elected, the opportune and vehement protest registered by the American Federation of Labor and the Society for the Advancement of Colored People to the confirmation of Judge Parker afforded the necessary medium by means of which these congenital objectors in the Senate could catapult themselves into the daily news. Unconcerned as these men are with the historical place which the judiciary has occupied in the growth of this nation; unwilling as they are to consider the expanding horizon of the judiciary with the passage of the years, their apparent objective is to guarantee the appointment to the Federal Bench of jurists who will always turn a receptive ear to the murmurings of any articulate minority, who will trim their political sails, ignore their oaths of office and their consciences in order to satisfy the peculiar interpretation of the law which for the moment is going to please those who shout the loudest.

They do not believe in the presence on the Federal Bench of men with judicial minds but apparently stand only for men

of partisan opinion with warped and biased judgments, without concern for the law and only interested in the judicial interpretation of those political theories which at the moment are the most popular.

Apparently the opposition in the United States Senate to the appointment of Chief Justice Hughes and the confirmation of the appointment of Judge Parker believes that the President should nominate for appointment to the Supreme Bench attorneys for the American Federation of Labor whose conclusions on the question of the individual employment contract cannot be questioned. Possibly they would favor for these high judicial posts such amateur interpreters of the law of injunctions and the individual contract as Mr. John P. Frey, the Editor of the International Molders' Journal and Secretary of the Metal Trades Department of the American Federation of Labor, or Mr. Andrew Furuseth, the President of the Seamen's Union of the Pacific. Neither of these gentlemen profess any real knowledge of the law but both of them pose as authorities on the law of labor and both of them undoubtedly agree in the minutest detail with the position enunciated by Senator Borah and his embattled obstructionists.

It would undoubtedly be more in keeping with the theory of the vociferous and illogical wing of the Upper House if the President should entirely relinquish his right to make nominations for judicial appointments and should leave to that august body the full authority for both making its own appointments and then solemnly confirming them. Should the minority in the Senate persist in its present tactics, no attorney who had ever represented a corporation in an important piece of litigation, no judge who had ever rendered an opinion contrary to the beliefs of any fanatical and well-organized minority, no lawyer who had ever opposed such a minority in an action before any tribunal could hope for confirmation at the hands of the United States Senate. Only those negative and unsuccessful attorneys or those holding political and social opinions



The AMERICAN PLAN

which correspond with those of the present Senate objectors could hope for acceptance by them.

The tragedy of the entire Parker situation is that the Senators in opposition were not concerned with the probity of the President's appointee and were uninterested in his legal qualifications. But they were vastly concerned with his social and economic beliefs. These latter aspects of a lawyer's fitness to sit on the Supreme Bench are the very characteristics to which the Senate should give least consideration. Senator Borah's concern was not with the conscientious aspects of Judge Parker's mind but only with the character of economic theories which he professed to believe are lodged there. He apparently pictures an ideal Supreme Court as one in which there is no difference of opinion whatever as between its members, a court in which questions brought before it will be unanimously and instantaneously decided by nine men whose minds meet at every point and which bows to the radical mandates of economic soap boxers. The Senate wants a Supreme Court which will not enunciate the law but which will find that Congress is omnipotent, that the Senate of the United States is omniscient, that the American Federation of Labor should be permitted to pursue its course without let or hindrance and that no statutes passed by Congress are unconstitutional. This was frankly stated by Senator Borah when he said in the course of one speech that since Judge Parker would be in position to pass on the acts of the Senate be proposed to pass on Judge Parker at this time.

The Federation based its opposition to Judge Parker on his decision in the so-called Red Jacket case. The individual or "yellow-dog" contract was not the point at issue before the court in spite of all the discussion of it. The court was called on to decide whether the United Mine Workers of America had maliciously endeavored to cause the employees of the Red Jacket Company to violate their contracts, and were, by force and intimidation, endeavoring to cause them to cease work. The lower court had enjoined the Union from such acts and this decision, based on previous Supreme Court opin-

ions, held that the injunction had been properly issued.

As indicative of the dishonest and sophisticated character of the Federation's opposition it is worth while to note that Wm. Green, the President of the Federation, quoted extensively from a decision of the late Chief Justice Taft in one important case and attempted to make it appear that the statement which appears below was the law, when as a matter of fact, it was in its context expository and argumentative only. Said the Court:

"A single employee was helpless in dealing with an employer. He was dependent ordinarily on his daily wage for the maintenance of himself and family. If the employer refused to pay him the wages that he thought fair, he was nevertheless unable to leave the employ and to resist arbitrary and unfair treatment. Union was essential to give laborers opportunity to deal on an equality with their employer."

This said the Chief Justice in effect is the classical argument for trade union action.

Mr. Green in his open letter to the Judiciary Committee of the Senate implied that this theory and this approach to the problems of the law of labor were either unknown to Judge Parker or were ignored by him. He neglected entirely to state to the Committee that the identical verbiage was quoted by Judge Parker in the Red Jacket decision without lifting it bodily from its context and was commented on at length in considering the problems presented by the case before the Court. Nor did Mr. Green imply by even the most casual suggestion that he was one of the defendants in the Red Jacket action and that his bitter animosity toward the appointment of Judge Parker might be tinged to some small degree by this fact.

It was not the welfare of American workers that might have been prejudiced by Judge Parker's confirmation. It was the oligarchy of organized labor as exemplified in the high officials of the Federation that was threatened. It was not the mine workers of West Virginia for whom Mr. Green was pleading. It was for the very
(Continued on page 13)



Capone Enters the Building Racket

Chicago building trades union leaders through the Building Trades Council are thoroughly aroused over the threat of "Scarface" Al Capone to capture the building trades show in Chicago and get away with the big racket there. According to a recent article in the Chicago Tribune protest is being made by the officers of the Building Trades Council that the sweet sanctity that has been such an outstanding characteristic of building interests in Chicago during the past ten years is now threatened by the evil designs of Capone whom "Time" designates as "No. 1 man of the underworld."

If someone could write a fair and impartial history of racketeering in Chicago the first and most startling thing he would discover would be that most of the Capone technique and all of the Capone theory were inherited by him from those older and far less spectacular racketeers in the building trades. For the building trades is the granddaddy of all the rackets. Had the cupidity and crookedness of building trades business agents not pointed the way to unscrupulous and avaricious individuals in other walks of life it is highly doubtful if racketeering would today be the most outstanding and amazing characteristic of American social and economic life.

Of course the real difficulty with the building trades leaders of Chicago is that they are very much less concerned about the use of Capone's methods in the building trades than they are about the possibility of Capone not only lapping up all the gravy but running away with the whole meal. What they fear above everything else is that the almost perfect organization which they have built up, pouring its tribute in the form of union dues and miscellaneous building trades graft into practically all of their coffers will be supplanted by the more perfect organization of the "Scarface" and that the tribute they have so long enjoyed will be diverted to the treasuries of Capone and his extremely competent and not altogether dainty henchmen.

While building trades leaders are pro-

testing that "organized labor in Chicago stands in peril of being delivered into the hands of gangsters" their real and only concern is that it will be delivered out of the hands of the present gangsters into the hands of Capone and his followers. Building trades union tactics have been the cradle in which the misshapen child of racketeering has been rocked and graft of the identical type that has enriched innumerable labor leaders in the building trades has been the sustenance from which it has drawn its nurture.

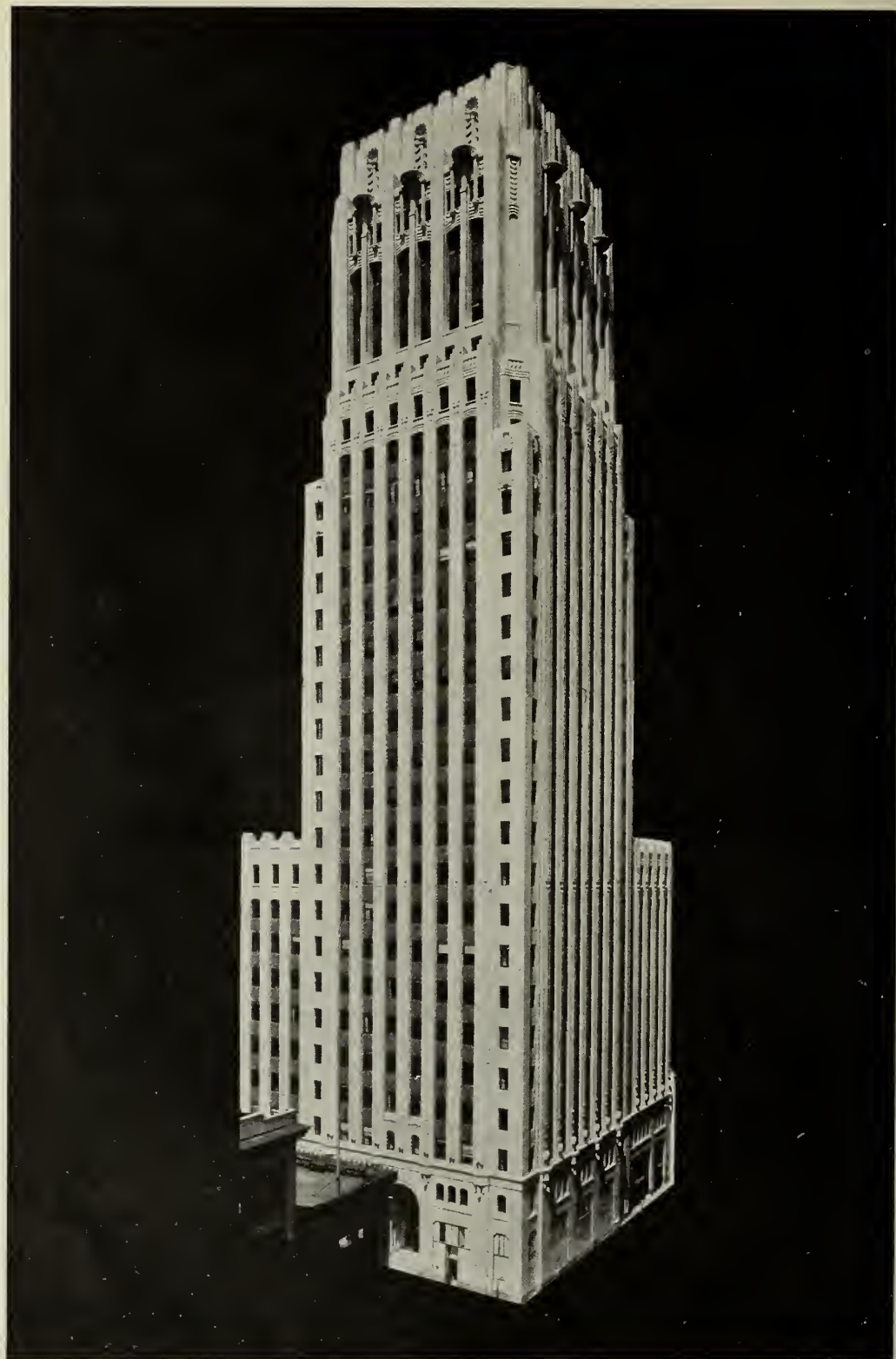
Building trades union leaders in Chicago have accepted without question men like "Umbrella Mike" Boyle and Harry Eller; have fraternized with them and have quietly in back rooms "split" with them the outrageous and illegal toll that has been levied on the building industry. They have welcomed back with friendly winks men of this stripe upon their return from an enforced sojourn in the "big house" at Joliet. They have connived with them and conspired to commit fiendish and inhuman crimes. That the building trades leaders who have associated so long with men of this ilk could now protest against Capone's efforts to "muscle" into the building trades constitutes the strangest commentary on the ethics of organized labor in the building trades.

No less amazing in its way is the controversy outlined below between plumbers and steamfitters as to the installation of automatic refrigerators. Both these unions are affiliated with the same international union, the United Association of Plumbers and Steamfitters of America. The per capita dues of both pay the salaries of the general officers of this organization. They meet together in general convention and then on adjournment fly at one another's throats and battle for strange stakes and for alien leaders.

The entire story is told at length in an article appearing in the New York "Times" for April 20th reading as follows:

"Organized labor in Chicago stands in peril of being delivered into the hands of

(Continued on page 14)



Shell Building constructed under the
American Plan in record time



No Jurisdictional Problem Here

The perennial problem facing the Building Trades Department of the American Federation of Labor is that of the jurisdictional dispute. For at least fifteen years efforts have been made to find some satisfactory solution to these inter-union quarrels which have caused stoppages of work amounting to hundreds of millions of dollars, have taken from the pockets of building trades mechanics almost as large a sum in wages, and which have tended to create more dissatisfaction and bitterness with union methods among owners and builders than any other single aspect of trade union activity.

Some ten or twelve years ago the Building Trades Department of the Federation in co-operation with architects and contractors entered into an arrangement establishing what was known as the National Board of Jurisdictional Awards. To this board, under the plan, were to be referred all matters affecting jurisdictional questions and the decisions of the board were to be final. Almost all decisions of the board, however, were bitterly opposed by the losing unions, many of them were completely ignored and jurisdictional disputes continued, some of them dragged over years of contest and conflict and the most notorious of them—that between the carpenters and the sheet metal workers unions as to which should have the right to set metal trim, finally resulted in the abandonment of the entire plan and the continuation of the chaos that had marked the preceding years.

This sabotage of the Board for Jurisdictional Awards was accomplished through pressure brought on the American Federation of Labor by the carpenters' union. At the time of the adverse decision by the board the carpenters' union withdrew from the Building Trades Department of the American Federation and the central organization was without the per capita tax of 350,000 members of that union. In 1927, however, the carpenters agreed to re-affiliate with the Federation if the Federation on its part agreed to abandon the Board for Jurisdictional Awards. This plan was accepted by the

Federation and the carpenters' re-affiliation was bought at the price of a renewal of the controversy between the sheet metal workers and the carpenters over the ancient question of metal trim.

Because of the continued threat to the unions themselves due to the breaking out of new jurisdictional struggles a meeting was held in Florida early this year between building trades employers and building trades unions for the purpose of discussing a plan which might eventually lead to the elimination of jurisdictional disputes. This meeting was followed by a second one held in Washington in April at which time resolutions were adopted urging upon the various building trades unions that a ninety days' truce on jurisdictional controversies should be approved in order to afford the Conference an opportunity to consider a complete plan for the elimination of such questions.

It is well known, however, that the Building Trades Department of the American Federation of Labor has no authority over the seventeen international unions comprising its membership and that it will do nothing to antagonize or prejudice its relationship to any of them. It can do nothing other than act in an advisory capacity and it, therefore, recommended to the several union organizations "that they shall not cause or encourage any stoppage of work by any trade in the building trades industry to enforce jurisdictional claims for a period of ninety days from this date which is expected to afford this Conference full opportunity to consider and agree upon a practical and definite plan to eliminate jurisdictional disputes."

Irrespective, however, of the results of the deliberations which are now under way it may be pointed out that in San Francisco under the American Plan jurisdictional disputes have been unknown for more than nine years and that here, at least, one solution for the problem of inter-union warfare has been discovered and satisfactorily worked out. San Francisco has nothing to learn from the con-

(Continued on page 16)



Iron Workers Lose in New York

Construction work in New York City has, for many years, been more completely unionized than in any other large city in the United States. The only exception is in the erection of structural steel. For twenty-five years the great skeletons of the skyscrapers of the metropolis have gone up under American Plan conditions. As long ago as 1905 employing erectors of New York, after a prolonged strike with the International Bridge & Structural Iron Workers' Union declared for the principle that employment with them should be without regard to affiliation with any labor organization. During this entire period the steel erectors in New York, as represented in the Structural Steel Board of Trade, Inc., have consistently provided for the employees of its members, wages and working conditions which are second to none in the United States. Safety conditions have always been one of the first considerations of the Structural Board of Trade. American Plan steel erectors in New York are at present employed on a forty-hour week basis with weekly wages of \$77.00. Because of weather conditions overtime in building construction in New York has always been an element of such importance that steel workers there have enjoyed particularly favorable earnings.

During this entire two decades and a half the officers of the International Union have been attempting to destroy the organization of the employers in New York and to insist upon the right of the Union to control the destinies of both contractors and iron workers in that city. During these twenty-five years these efforts have met with no success. Both employers and employees have been more than anxious to maintain the existing conditions; employers because they wished to avoid having to do business with the organization responsible for the dynamiting of the Los Angeles Times building and similar outrages, the workers because they desired to avoid paying tribute to maintain in office the officials of this Union. During this same period the Union collected from its members hundreds of thousands of dollars

in its effort to break down the New York situation. It is understood that no accounting of this money has ever been made and that certain high officers of the Union have prospered amazingly during the period of this organization campaign.

It was not, however, until recently that an opportunity presented itself which the leaders in the Structural Iron Workers Union felt would make it possible for them to force their wills on the Structural Steel Board of Trade. Ex-Governor Alfred E. Smith of New York is president of the company erecting the eighty-five story Empire State Building on the site of the old Waldorf-Astoria Hotel. The general contract for this job was let to Starrett Bros. who employ only union craftsmen in all work done directly by them. In accordance with their customary practice, however, the steel was sub-let to one of the erectors affiliated with the Structural Steel Board of Trade. Immediately the Union attempted to bring pressure to bear upon the general contractors through Ex-Governor Smith. Not content with this they proceeded to call sympathetic strikes on Starrett Bros.' work in various other eastern communities. The effort to force the general contractors to settle the controversy was in the face of an injunction issued by the Federal Court in New York upon February 14th which restrained the officers of the Union from interfering with construction jobs and from intimidating architects and contractors by threatening strikes.

Mr. Smith offered to act as a mediator in connection with the controversy and expressed a desire to be of service in the aid of organized labor, whose cause he has always espoused. A number of meetings were held in his offices and strong hopes were held out by the Union officials that a settlement would be effected but, on April 8th, the Governor received a communication from the Structural Steel Board of Trade in which, after thanking Mr. Smith for his efforts, the Chairman of the Board of Directors makes the following significant statement:

(Continued on page 15)



The Mine Workers Fight It Out

The battle between rival factions in the United Mine Workers of America the opening guns of which have already been fired threatens to become the most momentous and dramatic struggle in which the American labor movement has been engaged for at least two decades. Enormous stakes are being played for. The very control of the American Federation of Labor itself and of its presidency may be involved when the matter of seating delegates presents itself to the next annual meeting of the Federation. Ancient animosities in the Federation which have been smothered under a blanket of official silence threaten again to flame up and to endanger the Federation leadership as the spokesman for the American labor movement. So important has the conflict threatened to become and so far-reaching do its consequences promise to be that some of the events preceding the present controversy must be sketched in order to appreciate properly the magnitude and significance of the struggle.

Since the death of John L. Mitchell something over a decade ago the presidency of the United Mine Workers of America, the organization which Mitchell largely created and which became the most powerful labor influence in America, has been in the hands of John L. Lewis. In 1921 the United Mine Workers of America claimed more than 425,000 members. Strongly knit together as an industrial union representing all phases of the mining industry without craft subdivision, this powerful group represented the most compact, the largest and the most effective union organization in the American labor movement. During the War, the United Mine Workers on account of the essential character of the product of the mines—coal—were not only able to enlarge materially their organization but were also able to obtain wage and working concessions that placed its members in a position of power in the coal mining districts that they had never before achieved.

Following the War a number of strikes occurred in the mining fields designed to

increase still further the power and prestige of the Union and to consolidate and solidify the gains which it had previously made. Eventually these gains were unified and brought together in an agreement entered into at Jacksonville, Florida, between the Mine Workers' organization on the one hand and the mine operators on the other representing the so-called Central Competitive Field.

Since coal is a highly competitive product the major strategy of the United Mine Workers of America has always been to attempt to secure complete control of the entire mining industry in order to stabilize and standardize conditions throughout the industry and to prevent more favorably situated mines or those capable of being operated at lower costs from disrupting the conditions prevailing in less favorably situated high-cost mines. The battle ground across which the forces in this struggle have waged has been West Virginia. Here non-union or open shop mines favorably located and excellently managed have been able to produce coal at costs which could not be duplicated by the high-priced marginal mines in the Central Competitive Field. If the fruits of the Jacksonville agreement were to be realized West Virginia, and to a lesser degree, Kentucky, had to be brought into the agreement or else its very life and existence were threatened.

Neither strikes, rioting, massacre nor mob violence, however, have been effective in changing the type of industrial relations prevalent in West Virginia. The result has been that over a term of years mine owners in other states were faced with the necessity of meeting West Virginia coal prices or going out of business. Under the innumerable arbitrary regulations imposed upon mine operators by the Jacksonville agreement such competition was impossible. Mine after mine, therefore, and important section after important section in the bituminous fields severed its relations with the United Mine Workers and commenced operations under open shop or non union conditions.



The AMERICAN PLAN

During this entire period Lewis, as president of the Mine Workers organization, insisted on maintaining the letter of the Jacksonville agreement, and refused to consider any suggestions that the wages specified in the agreement or the rules set forth therein should be altered or amended in any way. In consequence the power of the United Mine Workers in the Central Competitive Field has been completely lost and, with the exception of mines operating in the State of Illinois, the United Mine Workers only faintly resembles its former self.

It is stated on what is believed to be competent authority that the actual membership of the United Mine Workers has dwindled to not to exceed 175,000 members, the greatest proportion of which is found in the anthracite fields of Pennsylvania. So far as bituminous coal mining is concerned probably not to exceed 25 per cent of the total output is now controlled by the United Mine Workers, the balance being mined by men not affiliated with any labor organization. For many years, however, the Mine Workers have continued to show a membership of 400,000 so far as its per capita tax paid to the American Federation of Labor is concerned. It still finds itself, therefore, with the largest block of votes at Federation conventions, able largely to dictate the policy of the Federation and to elect on the death of Gompers one of its own officers, Mr. William Green, as the president of the parent organization.

Charges have been freely made by those opposed to the Lewis regime and its apparent policy of rule or ruin that the vast funds of the Mine Workers have been uselessly dissipated, that enormous sums have been diverted to the personal advantage of officers of the Mine Workers organization and that, in short, a policy of sabotage has been followed which now threatens, unless completely checked, to wipe out the Mine Workers as an effective factor in the American labor movement.

The most direct and immediate consequence of the dissatisfaction with the administration of Lewis has been the development of a powerful secessionist group with its headquarters in Illinois, the only bituminous field still strongly organized. In March this group held its first

convention in Springfield. Simultaneously, the old officers of the United Mine Workers met in Indianapolis, in special session where they proceeded to read out of the United Mine Workers the Illinois group which was led by such ancient stalwarts in the Mine Workers Union as Frank Farrington, Harry Fishwick and Alexander Howat. At the same time the Illinois group, contending that Lewis' failure to call a convention as provided in the by-laws had left him in office illegally, refused to recognize his election in Indianapolis and constituting themselves as a new United Mine Workers Union voted to oust Lewis from the presidency. Meantime, Lewis had ordered Illinois officers of the union to turn over all assets, books and records to persons whom he designated. The officers in Illinois refused to obey this order. Both sides immediately rushed to court and attempted to secure injunctions which would prevent the other from gaining any advantage. Apparently the insurgents won the first blood for Lewis and thirty-two other leaders of the old organization were cited for contempt of court for failing to observe the terms of an injunction obtained by the secession group.

Preceding the conventions both of the organizations had bid for an address from Green as president of the American Federation. Since Green's retention in office might hinge upon the paper vote which had always been afforded by the Mine Workers the president of the American Federation of Labor naturally sided with the Lewis faction and at one of the Indianapolis meetings excoriated the secession group and announced that the full power and authority of the Federation would be placed behind Lewis and his cohorts.

Both conventions before adjournment elected delegates to the next convention of the American Federation of Labor where, unless the conciliatory action of high officers in the Federation is able to effect a reconciliation in the meantime, the great battle will be fought out.

Shortly after the adjournment of the two conventions the battle spread into new areas and Lewis ordered all officers of the Kansas United Mine Workers de-

(Continued on page 16)



The Inconsistent Federation

The American labor movement as exemplified in the American Federation of Labor has always been jealous of its power and authority and has bitterly attacked and traduced any organization which has threatened its position as the spokesman for the majority of organized workers in the United States. Every attempt of any group to establish an organized condition outside of the official family of the Federation has not only been viewed with alarm but has been attacked from every conceivable angle with the idea of disrupting and destroying such outside effort.

For many years the Union affiliated with the American Federation of Labor attempted to organize the men's clothing industry in the large eastern market and at the end of more than a decade of intensive effort found itself still without power. Sweat shop conditions prevailed and all of the factors in industrial relations which tend to create unrest and dissatisfaction were still present. Suddenly a new organization, the Amalgamated Clothing Workers of America, appeared in the men's clothing industry. Where the old line Union affiliated with the Federation had failed in its purpose the new organization was successful. Where chaos had prevailed before, a certain degree of organization was substituted.

But the Amalgamated was not admitted to the sacred ranks of the Union organizations which received the official sanction of the Federation. Its 150,000 members operating under union conditions which the old line Federation Union had never been able to achieve were considered to be members of an outlaw organization. Its requests for affiliation with the Federation were denied and its program of industrial relations was bitterly attacked.

Lest it be felt that this is a defense of the Amalgamated Clothing Workers of America it should be said in passing that this organization has been guilty of many of the errors and crimes of which other organizations in the labor movement have also been convicted. Its members have

not hesitated to use violence in connection with industrial disputes and its organizing campaigns have also been conducted through the use of intimidation and force. But it has achieved a highly successful organization and it still finds itself outlawed from the Federation.

The labor movement has never been noted for its consistency. It is perfectly consistent so long as the best interests of those in office are not affected, but the moment these interests are prejudiced it springs to the defense of the political coterie which holds its destinies and its officers and satellites stand shoulder to shoulder as against a common enemy.

Now, however, comes the International Molders' Journal, the official publication of the Molders' Union, and reproduces an article entitled "The Retrieval of an Industry" which is a review of the conditions existing in the men's clothing industry before and since the advent of the Amalgamated Clothing Workers of America. The editor of the Molders' Journal is Mr. John T. Frey, the President of the Metal Trades Department of the Federation and a member of the innermost ring of the Federation's official family. Without once mentioning the name of the Amalgamated Clothing Workers, its organization success in the face of the problems which it had to face is lauded and praised and by inference at least pointed to as an example of the benefits which the Molders' Journal believes to accrue from complete control. While this new Union is bitterly attacked by the spokesman for the Federation its work and success is publicly commended. But the name of the organization which has achieved this success is carefully deleted from the article in the Molders' Journal and if Mr. Frey, its editor, were publicly asked his feelings toward the Amalgamated Clothing Workers of America he would undoubtedly characterize them as communistic in purpose, as outside of the Federation and as undeserving of any support. But consistency is still a virtue even though she be a stranger to the high officials of the Federation.



High Wages and Prosperity

Since the American Federation of Labor abandoned its cost of living formula for the determination of wages and adopted the so-called productivity formula amateur economists in the Federation and out argued at length for the theory of high wages as an incentive to prosperity through increased purchasing power. Obviously no economic formula can be so simple in its application and some of the disadvantages and fallacies inherent in the pure theory are contained in a statement issued by the National City Bank of New York in its bulletin for May.

Pointing out some of the difficulties under which English industry labors the Bank makes the following significant statement:

"Much is written and said about the advantages to industry of high wages over low wages, on account of the increased purchasing power thus distributed to workers, but in practical affairs, wage rates may be raised so high that there are no wages, or that employment is so reduced that the amount of purchasing power placed in circulation is less than might be with lower wage rates and more employment.

"The effect of the conditions existing in Great Britain has been to weaken the competitive power of the country and cause unemployment on a large scale, with serious results to the public treasury under the system of unemployment insurance. It is generally agreed also that the old lines of British industry which were once the strength of the country are more or less in need of reorganization and modernization, but since this policy means the adoption of labor-saving methods, it has encountered opposition from organized labor. An instance appears in the case of efforts to introduce the automatic loom system in the textile industry, England's most important export industry. Automatic looms are used very successfully in the United States."

Building Trades Racketeering

Eastern newspaper dispatches have contained a number of interesting references recently to collusive arrangements existing between employers and building trades unions in an effort to establish a form of racket to monopolize business, increase prices, and make possible the maintenance of exorbitant wages.

In New York City the May Grand Jury is investigating a purported collusive arrangement between electrical contractors and Electrical Workers' Union, Local No. 3, through which according to the New York Times it is charged that "city and private building interests are said to have been defrauded on excessive bids."

From New Jersey dispatches are at hand indicating that the United States Department of Justice and the Federal Trade Commission are investigating abuses of the building trades there. Under this plan building material dealers, building trades unions and contractors, are conspiring to building a Chinese Wall around New Jersey.

That the dubious advantages of union organization in the building trades have crossed the border and entered Canada is indicated in a news story emanating from Ottawa in which it is charged that plumbers and steamfitters, members of their respective unions, and master plumbers and heating contractors have conspired together to drive out of the industry all employers who fail to affiliate with an organization called the Canadian Heating and Plumbing Guild. It is charged in a report rendered by a commissioner for the Ottawa Government that plumbers not members of the combine were boycotted or put out of business.

Such are some of the glories and advantages arising in those communities which still persist in conducting their industrial relations in the building trades under closed shop conditions. Crookedness, collusive agreements, defrauding of the public, all these are inherent in the closed shop in the building trades. Only by denying to unions and employers the power to use the unions for their own selfish ends can such arrangements which were a commonplace in San Francisco before 1921, be destroyed.



Photo Engravers

(Continued from page 2)

gard of the Union officials for the rights of the employer, the arbitrary and arrogant attitude adopted by them toward any suggestions made by the employers, their absolute support of members of the Union under any and all conditions, their refusal to accept out of town members of the Union coming to San Francisco with fully paid transfer cards and the insistence of the Union, year after year, in electing as its business representative a member of the organization who was totally unfitted for the task of representing the Union and who was so lacking in skill that he was unable to secure employment in any of the plants.

The combination of all of these factors accumulating over a period of years made the determination of the employers to find a new way of conducting their businesses a firm and unshakable resolve.

Neither the difficulty of operating with skeleton crews as was necessary in the early days of the strike, the problems created by the employment of men unacquainted with local conditions and requirements and inexperienced in the ways of the shop, delay to customers' work inevitable under conditions such as prevailed during the early period of the strike, none of these could move the resolute proprietors of these shops to alter the position which they had taken for freedom in their own establishments.

The Industrial Association on its part had to deal with a group of employers possessing resourcefulness and courage possibly never duplicated in the Association's long experience. Convinced one and all that the ultimate success of the photo-engraving business lay in a complete and revolutionary realignment of the relationship between employer and employee in San Francisco they valiantly stuck to their guns and carried on to the point where they were so firmly entrenched, so competently staffed and operating on such an effective basis that they were completely and totally indifferent to what action the Photo-Engravers' Union might take.

Judge Parker

(Continued from page 4)

existence of the United Mine Workers of America whose voting strength in the Federation, representing many times its actual waning numbers, is the strongest bulwark in retaining him in office.

The successful opposition to Judge Parker and the rejection of his appointment by the Senate marks a turning point in the history of the United States. For the rejection of the President's appointee was not only a direct slap at the Chief Executive, it also stands as a clear declaration that the United States is becoming divided into factional groups each looking for the advancement of the particular principles or doctrines which it espouses. It was a declaration that in future these groups, unconcerned as to the common weal or welfare, ignorant of history, sociology and economics, scornful of tradition and precedent are willing for their own ends to sacrifice every constitutional principle and every historical and legal precedent. It was a declaration that the United States is no longer to be considered as a federation of sovereign states, a supreme federal government of three co-ordinate departments, but that it is the objective of the Senate malcontents to see that it degenerates into an angry, snarling and selfish array of armed camps. Allegiance to principles, constitutional guarantees, legal decisions, legislation, all these will be ignored. It is a declaration of the beginning of the era when the United States of America is to abandon its republican form of government except in name. Its chief executive will no longer be the President. For chaos will be its King.

Again the moral is plainly written that it is not unionism of itself which creates industrial difficulties but only the improper application of unionism, and that employers who have long suffered under union domination will battle grimly and without thought of surrender in order to strike off the shackles of control and again become the real masters of their own businesses.



The AMERICAN PLAN

Capone

(Continued from page 5)

gangsters, according to labor leaders who expressed their fears today.

"Already several unions, rated as among the most powerful and active in the city, have been taken over completely by Alphonse (Scarface Al) Capone and his crew of gangsters, it was pointed out.

"In the background of the gangsters' aim for union rule lies the equally significant danger to the building trades industry, pointed out by builders and contractors, who have a mental picture of the tribute they would be forced to pay when their chances of completing a job lie in the hands of Capone gangsters.

"Beyond this rich field of plunder lies Capone's new harvest ground, already revealed, the field of political patronage. For with the unions under his domination the gang boss would be able to swing many thousands of labor votes to servile candidates and officials.

"Capone's political manoeuvres, which led to an attempt to seize control of the city street department and to force a plumbing ordinance through the City Council, are reported halted temporarily until the heat of exposure dies down.

"Still another City Hall project in which the gang threats and intimidations have figured was revealed today.

"This is the refrigerator ordinance. Last summer, after several persons were killed by gas escaping from certain types of electric refrigerators, Health Commissioner Kegel prepared an ordinance regulating the installation of all such devices. Later the ordinance was changed, and as at present it proposes that inspection of installations shall be under the control of the Health Department.

"This would give the work of inspection to the Plumbers' Union, which has been exposed as under the direct supervision of Capone, through his henchman, William (Billygoat) Tagli. The Steamfitters' Union then induced the Boiler Inspection Department of the City Hall to present another ordinance giving them the right to install and inspect the refrigerator installations.

"A war developed between the two unions, and it was waged fiercely at the

meetings of the health committee of the City Council. Finally, the national organization of plumbers and steamfitters met in the East and after a conference awarded the work to the steamfitters. Still the plumbers refused to give in.

"Health Commissioner Kegel reported receiving threats over the telephone and being told that he must drop his ordinance or suffer a bomb. Both sides threatened aldermen on the health committee, it was reported.

"As a result, Dr. Kegel said today, the committee has held forty-four hearings and the aldermen have failed to commit themselves.

"The gang chief's power has had its effect also on the leaders of the Building Trades Council, according to reports, which have it that the labor men feel themselves helpless to stem the inroads being made by the gangsters on their organizations. Some of the union heads, in fact, have gone to Capone seeking his help in meeting the demands of other gangsters.

"James McLoughlin of the Marble Setters' Union has been its business agent for years. The union is associated with the Building Trades Council. Several weeks ago McLoughlin was called to the headquarters of George (Bugs) Moran, head of a north side gangster faction, seven of whose members were slain in the St. Valentine's Day massacre.

"'What's the take in your union?'" Moran asked McLoughlin. The 'take' is gang parlance for income. McLoughlin was forced to discuss his union affairs and finally explained that the income varied. Then Moran told the union leader that \$200 a month must be paid to the gang on the first of every month.

"McLoughlin took his troubles to Danny Stanton, who bids fair to become Capone's first-hand man in the union work. Stanton brought the case before the 'Big Fellow,' as Capone is known to his followers, with the result that Capone called Moran and advised the latter to cease his demands on McLoughlin.

"Stanton, according to labor leaders, took charge of the gang's political headquarters in the recent primary. According to the reports, the order was given by

(Continued on page 15)



Iron Workers

(Continued from page 3)

"After giving the fullest consideration to your personal appeal to our meeting today our members feel that the views of the International Officers of the Union as expressed to us at your office are so at variance with our open shop policy of giving employment to any competent man, regardless of affiliation, and that the coercive action of the International in striking Starrett Bros. throughout the country, together with their failure to meet the plan of the President of the United States in his effort to stabilize employment and their complete disregard of the explicit orders of the Federal Court, convince us that any understanding leading to unionization of all work will most certainly lead to interruption of contracts for delivery and erection of steel at the specified time as needed by our buyers which contracts we feel must be upheld. We, therefore, cannot see our way clear to enter into any agreement."

Union officials following the receipt of this letter professed to both surprise and chagrin at the sudden termination of the negotiations and some of them even went so far as to charge the Structural Steel Board of Trade with bad faith. Their own bad faith in striking Starrett Bros.' work, in defying the Federal injunction and then in attempting to use Starrett Bros. as an intermediary to effect a settlement was not, of course, considered by them. Nor is their interest in the controversy in New York due to concern over wages and hours as iron workers there enjoy the best conditions of any city in the United States. Their sole and exclusive interest is to enhance their own power, enlarge their own organization, increase the tribute which working men must pay to them in order to earn their living and to increase the prestige and influence of their organization in building trades circles.

San Francisco's interest in this distant conflict is anything but a remote one. A similar situation has prevailed here for years past. Local iron workers have refused to continue their affiliation with the International and have insisted upon their right to maintain their independence without regard to the veto of eastern offi-

cials of the Union, some of whom, including the President, have served terms in the Federal Penitentiary for dynamiting. San Francisco contractors have recognized the validity and the soundness of the position taken by the local steel erectors and have in general sympathized with their desire to retain independence and autonomy. Here, as in New York, highly paid officials of the International have attempted to disrupt the local situation and through their efforts to aid in securing control of the local building situation by the Unions affiliated with the American Federation of Labor. On one large job recently erected in San Francisco they went to the length of securing the passage of a resolution from the Building Trades Department of the American Federation of Labor condemning the owners most bitterly for using erection crews whose homes are in San Francisco and who have committed no other crime than that of refusing to pay tribute to the International Union. But these efforts have been without avail and iron workers employed in San Francisco are still in a position to determine their own destinies without control from alien and unsympathetic outsiders whose interests are foreign to San Francisco and whose sole desire is to continue themselves in highly lucrative offices in the Union.

Capone

(Continued from page 14)

Daniel Serritella, First Ward Republican leader and Capone henchman, to deliver the support of the gang-labor element to the lost cause of Senator Charles S. De-
neen.

Here is the whole sordid picture, here the complete cycle. Power, graft, politics—this is the vicious circle—typical for so many years of the Chicago building trades, now to be controlled and directed by modern methods. Capone proposes to move in and to reap the rewards which union leaders have so long enjoyed but which, owing to mutual jealousies and fears has never previously been organized and consolidated. Building trades graft in Chicago is to be put on a mass production basis and Capone is to be its Henry Ford.



The AMERICAN PLAN

Miners

(Continued from page 10)

posed and attempted to place provisional officers in the positions which he had ordered vacated.

Irrespective of the outcome of this struggle it is evident to even the most casual observer that the prime interests of the Lewis faction is not the welfare of the struggling miners nor is it their future economic welfare which is at stake. The real struggle is a political one, a battle for the lucrative offices, the enormous prestige, the power and the privilege which goes with the control of the Mine Workers' organization. Should the Lewis forces prevail at the Federation convention Lewis will continue to be the power behind the throne in the American Federation of Labor even though the organization which he ostensibly represents has dwindled to a mere shell of its former self. But the backing of the Federation apparently will not alter the determination of those opposed to the Lewis regime to again create for those who labor below the earth conditions which they believe to be advantageous for them. Those who charge that under the leadership of Lewis the history of the United Mine Workers in recent years "has been an unbroken series of defeats and calamities, throwing hundreds of thousands of our members and their families into the depths of poverty and destitution" will not forego their determination to recast the United Mine Workers of America even though it may eventually wreck the American Federation of Labor.

Jurisdiction

(Continued from page 7)

ferences which are under way between employers and union representatives but the communities operating under closed shop conditions have much to learn from San Francisco if they are interested in a solution of building trades difficulties which guarantees peace with fair and satisfactory conditions for all persons affected by the building industry.

Page Sixteen

A Dubious Protest

Representatives of organized laundry workers in San Francisco recently registered a vehement protest before the Board of Supervisors in connection with the granting of permits to French laundries. It was argued in the face of testimony from the Health and Fire Departments that this type of laundry was a menace to the public health and safety. Reading between the lines one can see that the real opposition was engendered by the fact that the French laundries have not been accorded the benefit assumed to accrue from an agreement with the Laundry Workers' Union.

Now comes the bulletin of the State Department of Industrial Relations reprinting a report from the Division of Industrial Welfare having to do with the wages of women and minors and the following significant quotation is contained therein:

"The French laundries pay more to their employees than do the steam laundries, 47.6% of the women receive from \$18.00 to \$25.00 a week, as against 36.3% in the steam laundry business, and the percentage receiving \$16.00 weekly is 7.4 as compared to the 29.4 of the steam shops."

Since the women's eight hour law prevails in both the French and organized laundries the implication is again plain that the professional labor leaders who profit from the organization of the steam laundries are not interested in the question of wages and working conditions, which are obviously better in the French laundries, but that their protest before the Board of Supervisors was based entirely upon their desire to increase the membership of the Union even though it might mean a reduction of wages of the employees of French laundries to conform to the steam laundry standard. Thus again Union altruism is seen to be a camouflage for the recruiting of new members of the Union irrespective of the effect upon the economic welfare of those employed in the industry.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

J. E. CUSHING
American-Hawaiian Steamship Co.

Secretary:

SAMUEL LILIENTHAL,
President, Haas Bros.

Treasurer:

J. W. MAILLIARD, JR.
Mailliard & Schmiedell

Managing-Director:

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Pres.
Haas Bros.

J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

F. S. MCGINNIS, Vice Pres.
Southern Pacific Company

RICHARD S. SHAINWALD, Pres.
The Paraffine Companies, Inc.

A. EMORY WISHON, Vice-Pres. and General Manager
Great Western Power Co.

THE AMERICAN PLAN

"FOR SOUND INDUSTRIAL RELATIONS"

VOL. IX

No. 3



JULY
AUGUST
1930



Mr. Woll's
Defense



Dynamite and
Theatres



Labor Graft
in Jersey

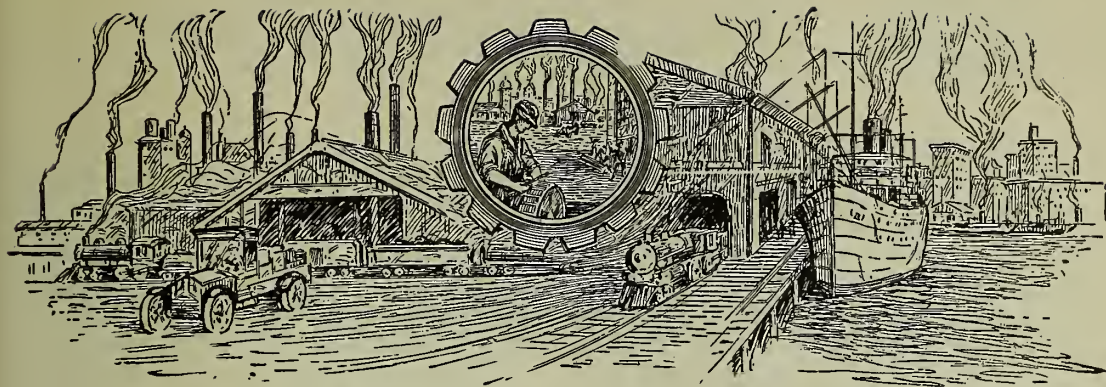
BULLETIN OF INDUSTRIAL CONDITIONS

Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO

DIRECTORY OF American Plan Photo-Engraving Plants

The following photo-engraving plants are the only
shops in San Francisco, Oakland or Berkeley which
are operating on the American Plan:

<i>Name</i>	<i>Telephone</i>
ACME ENGRAVING CO. 265 Minna Street, San Francisco	DO uglas 2659
AMERICAN ENGRAVING AND COLOR PLATE CO. 333 Fremont Street, San Francisco	GA rfield 3242
BINGLEY PHOTO-ENGRAVING CO. 811 Howard Street, San Francisco	DO uglas 2910
CALIFORNIA PHOTO-ENGRAVING CO. 121 Second Street, San Francisco	SU tter 0789
CONTINENTAL ENGRAVING AND COLOR PLATE CO. 156 Second Street, San Francisco	DO uglas 9192
GRAPHIC ARTS ENGRAVING CO. 500 Sansome Street, San Francisco	SU tter 0347
LANGER LITHO ENGRAVING CO. 684 Mission Street, San Francisco	SU tter 7223
WALTER J. MANN CO. 563 Clay Street, San Francisco	DA venport 1024-5
MARSHALL-NICHOLS-STACEY CO. 407 Sansome Street, San Francisco	DA venport 6226
NEW METHOD ENGRAVING CO. 680 Howard Street, San Francisco	KE arny 6090
PARAMOUNT PRINTING PLATES CO. 398 Fifth Street, San Francisco	DA venport 8118
SALTER BROS. 138 Columbus Avenue, San Francisco	DA venport 0425
SAN FRANCISCO PHOTO-ENGRAVING CO. 215 Leidesdorff Street, San Francisco	SU tter 4397
STERLING ENGRAVING CO. 1045 Sansome Street, San Francisco	GA rfield 4160



Published by the
INDUSTRIAL ASSOCIATION of SAN FRANCISCO
"FOR SOUND INDUSTRIAL RELATIONS"

Alexander Building, San Francisco
Published Bi-Monthly
Subscription Price \$.25 a year, included in annual dues

Mr. Woll Defends the Federation

While Mr. Wm. Green is the President of the American Federation of Labor, Mr. Mathew Woll, its First Vice-President, is its spokesman. Although the mantle of the late Samuel Gompers appears to have descended upon Mr. Green and to rest securely and snugly upon his shoulders, the line of descent has really been to Mr. Woll, who was certainly closer to Gompers than any other high official of the Federation. When, therefore, Mr. Woll speaks, it is with a certain measure of authority and a certain historical perspective that not only embraces the present but bridges the gap which connects the Federation of today with the Federation of ten and twenty years ago.

In an amazing article appearing in the May, 1930, issue of "Current History," Mr. Woll enters upon a labored defense of the Federation in answer to an article on the failure of its policy appearing in the same issue. Because Mr. Woll is a photo-engraver and because the art of photo-engraving rests primarily upon the laws of chemistry and physics and because its object is to reproduce accurately and authentically such material as comes into the photo-engraver's hand, it might be supposed that Mr. Woll in turn would approach the problem of the Federation from a scientific point of view and that

he would attempt to reproduce in his article a sketch of its activities, its policies and its program which, like a good photo-engraving, would bear some resemblance to the original. But, apparently, the great white light which beats down around the Federation's executive offices in Washington contains some malefic rays which tend to make those upon whom they fall disinclined to see the truth and unwilling to tell it if they have seen it. Mr. Woll is a past master at the art of using words to convey impressions which are, to use a charitable phrase, misleading. He distorts seriously the truth on occasions and ignores it completely if the end seems to justify the means.

Thus, Mr. Woll, in opening his article, bewails the fact that the sterile and uninformative reports of the Federation have not been properly studied, since, as he says, its record is an "open book." He indicates that the report of the Executive Council of the Federation and the addresses of its President and of its other officers constitute sources of accurate information which are neglected. Mr. Woll knows, of course, that these sources are as accurate in stating the position of the Federation as is a political platform, and no more so. And then, by implication and because the Railroad Brotherhoods are



The AMERICAN PLAN

universally held in high esteem, he leads the casual reader to believe that they, too, constitute a part of the Federation and that their records should be also examined. Mr. Woll fails completely to advise his readers that none of the Railroad Brotherhoods are, or ever have been, affiliated with the Federation. Yet, in the very breath where he attempts to secure from his readers a favorable response by dragging in the Brotherhoods, he states his inability to understand why the "astounding misstatements of our position and our policies persist." Mr. Woll should realize that when the high officers of the Federation no longer resort to misstatements, inaccurate quotations and garbling of the facts, the attitude of the public in general toward the Federation will not be so "astounding."

As a perfect example of the type of misrepresentation which has continually marked the Federation's propaganda in its own defense, is his assertion that the "American labor movement has never been so united." He fails again to mention the fact that the great Railroad Brotherhoods are not affiliated with the Federation; that the Amalgamated Clothing Workers, with 150,000 members, is still considered as an outlaw union and is attacked at every opportunity; that the once powerful United Mine Workers is shattered with internal conflict and dissension; that a strong secessionist movement has developed within this union; that the war-fostered metal trades unions have steadily dwindled in membership and have been unable to obtain the slightest foothold in the steel and iron working trades of this country, and that in many communities the morale of the building trades unions has been so completely destroyed that there is no unanimity of judgment among its leaders as to what steps to take to recover some semblance of departed strength.

He then proceeds to tell us that the labor organizations were never so prosperous nor their membership so large, except for the period immediately succeeding the War, as they are at the present moment. He neglects to state that the official report of the Executive Council of the Federation itself has shown an almost

steadily declining membership from 1922 to 1929. He makes no mention of the fact that were it not for the inclusion of members no longer affiliated with organizations whose per capita tax has been paid in order to retain their voting strength, as is the case with the United Mine Workers, that the losses in membership which the Federation would show would be still more substantial. He fails entirely to state that periods of prosperity have, in the past, invariably been the periods of expanding union membership, and makes no mention of the fact that while the United States was attaining the maximum of prosperity during the past six or seven years, the membership of the Federation steadily declined or made such trivial gains as to be unimportant and negligible.

Mr. Woll then goes on to state that these years have been "a period not merely of consolidation, but of the most rapid improvement in quality and efficiency." What Mr. Woll may mean by this ambiguous and almost unintelligible sentence is somewhat difficult to grasp. Does he imply that the quality and efficiency of union organization has improved? Or does he mean that the quality and efficiency of their products has improved? Or, possibly, does he mean that their outlook and approach to the problems of the Federation have improved in quality and efficiency during these years? Any or all of these may have appeared to be the case to those within the inner circle of the Federation who have been rationalizing themselves into believing that it has actually been a growing organization with an expanding horizon and a constructive outlook. But those who have watched the Federation in its philosophical wriggling, in its rather pathetic effort to find an economic formula which would fit the needs of the moment rather than the needs of the years, need not be in the least surprised at Mr. Woll's ambiguity, for only through ambiguity could the startling changes in economic front which the Federation has presented be adequately disguised.

The article asserts that the Federation favors the principles of economic and political democracy. He states that it has always favored such principles and it has



no reason to alter its policies. It seems hardly necessary to argue with Mr. Woll about his support of political democracy, since that, ostensibly at least, is the tenet held by all loyal American citizens. It may, however, be called to Mr. Woll's attention that the principles of economic democracy which the Federation favors have apparently been furthered and fostered through the medium of violence, intimidation, special privilege and fear. It might also be pointed out that the Federation and its unions have pursued a policy of interlinking their interpretation of economic democracy with their own peculiar viewpoint toward political democracy. Their actions indicate their firm belief that only the men and women within the ranks of the Federation or servile to its demands are deserving of those rewards which both political democracy and economic democracy inherently imply.

Mr. Woll discusses the principles which actuate the Federation in its approach to the general problem of democracy and he then makes the astounding statement that "decentralization is absolutely indispensable if democracy is to be a living reality." What Mr. Woll really means by this is that none of the unions which compose the Federation and none of the officers of these unions in particular are willing to relinquish one iota of authority to the officers of the Federation, so that the Federation itself, while it ostensibly represents all of its members, is as a matter of fact nothing more nor less than a glorified convention which meets annually and discusses what particular economic program will be the most desirable to perpetuate in office those who have already been chosen to conduct its affairs. Mr. Woll knows only too well that so far as individual unions are concerned decentralization is a matter of theory and that in practice the most extreme form of centralization with high union officials acting in a ruthless and arbitrary fashion which would have been a joy to the Czar of all the Russias is the rule rather than the exception.

Mr. Woll then takes up the various types of unions which comprise the Federation. He points out that it includes at the one extreme industrial unions such as the United Mine Workers which embrace

all crafts and all employments and at the other the minute subdivision of craft unions as found in the building trades. He states that the Federation favors the "industrial principle of labor organization." What he means is that the Federation favors any type of union organization which brings to its treasury per capita taxes and which enhances its power and authority. He knows only too well that the industrial principle, as he calls it, makes for enormous diversity in type of organization and that the only rule which the Federation follows is the pragmatic one of whether the particular union will adhere to such informal rules as the Federation may lay down and will not defy its officers too openly and too outspokenly.

Mr. Woll states that a "somewhat" smaller proportion of workers in the United States are members of trade unions than in other countries. If by this Mr. Woll means that the extent of organization in the United States is from a fifth to a half of what it is in foreign countries, the use of the word "somewhat" cannot be objected to. But obviously Mr. Woll does not mean this but attempts to convey the impression that the American Federation of Labor is practically as all-embracing in its membership as are the unions of England and Germany, for example.

A few paragraphs farther on he says, "In this field (legislation affecting the legal status of organized labor) American Labor secured a great victory in the Clayton Act, since it was secured against the opposition of nearly all great employers and employing organizations." When Mr. Woll is writing in "Current History" he fails to realize that he is not addressing a complacent labor union organization willing to accept his statements without consideration, but that he is writing for a discriminating group of intelligent American readers. Mr. Woll knows that so far as the Clayton Act is concerned, while it was hailed by Samuel Gompers as the "Magna Charta of American labor," that as a matter of actual practice it has failed to accomplish any of the results which the Federation hoped for when it was adopted in 1914. Mr. Woll knows that

(Continued on page 16)



Dynamite and Theatres

When, in the early morning hours of June 1st, a powerful dynamite bomb exploded on the roof of the Royal Theatre on Polk Street, it marked the culmination of a struggle between the Nasser Bros., the proprietors of the theatre, and the unions affiliated with the Theatrical Federation. During the period of more than a year preceding this explosion innumerable stink bombs had been discharged in the several theatres operated by the Nasser Bros., but this was the first occasion that high explosives had been employed. The charge of dynamite was carefully placed on the roof of the theatre immediately over the projection room, it being evident that the parties guilty of placing the bomb were thoroughly acquainted with the physical layout of the theatre and were attempting by the means of explosives to wreck the projection equipment in order to injure the owners financially and to prevent the showing of pictures until such time as the projection room and equipment could be restored.

Ninety-nine per cent of the persons who heard or read of the explosion on the following morning were convinced that while the perpetrators of the act might never be known, the responsible parties were connected with the Theatrical Federation. Nor was this belief in any way allayed or weakened by the cynical and hypocritical statement issued to the papers by the Musicians' Union denying all connection with the crime and offering a reward for the apprehension of the guilty parties. It was recalled that an advertisement containing similar disclaimers and offers of reward had been published by the Musicians' Union following the assault on a non-union motion picture operator employed in another San Francisco theatre, and it was also recalled that following strong editorial protest on the part of San Francisco papers, which practically charged the Musicians' Union with responsibility for the slugging, no further assaults on operators occurred.

Information which has recently reached San Francisco from Michigan indicates that the use of explosives in connection with theatrical controversies is not con-

fined to San Francisco, and because of the parallelism between the case here and the facts developed in trials in Grand Rapids and Muskegon, and because of the conviction of union officers there of these offenses, a brief recitation of the Michigan situation is of interest.

In February and March of this year three high explosive bombs were discharged in motion picture theatres in Grand Rapids and one theatre in Muskegon was damaged as the result of similar methods. The theatres in which the bombs were placed had for some time past, as was the case in San Francisco, been operating without the services of union musicians or union motion picture operators.

In the early morning hours of March 19th a charge of high explosives was set off in a Grand Rapids theatre, and so heavy was the concussion that dozens of homes in the vicinity were seriously injured and the theatre was almost completely wrecked. At about the time of the explosion a young medical student, returning on foot to the hospital where he was in training, saw a sedan draw up at the curb near one of the medical buildings. A man jumped from the automobile and threw a bundle into the shrubbery. The student had no knowledge that the explosion had occurred, but the furtive movements and apparent haste with which the man returned to the automobile aroused his suspicions. He made a notation as to the type of automobile and the number on the license plate.

Searching in the shrubbery where the package had been deposited, a bundle was found containing waxed paper covers customarily used for wrapping up sticks of dynamite. The medical student immediately notified the police as to his discovery and the information which he had in regard to the automobile. A description of the car was hurriedly broadcast to the various surrounding cities and a few moments later the State motor police stopped the car in question a short distance from Lansing. In the car were discovered more wrappings from dynamite sticks. The two

(Continued on page 13)



Jersey Builders Pay Labor Graft

Word was received from New York City on July 1st that negotiations which had been pending for some time between the International Bridge and Structural Iron Workers' Union and the Structural Board of Trade, the latter organization representing steel erectors in the Greater New York district, had been finally and definitely terminated. It was stated in this dispatch that the failure of the Iron Workers' Union to interest itself in the deplorable conditions prevailing in New Jersey and the fear on the part of New York employers that similar outrageous practices would be imposed upon the erectors of Greater New York were given as the principal reasons why the negotiations had been terminated. While it was generally known that building trades unions in northern New Jersey had obtained a more dominating position than in almost any other portion of the United States, it was not a matter of common knowledge until recently that the entire destinies of both employers and employees in the building trades of that state rested in the hands of a single individual and that this individual had so powerfully entrenched himself that he was able to exact enormous sums in graft from building contractors for ostensible services rendered.

The villain of this particular labor drama is one Theodore M. Brandle. Speaking frankly at a recent convention, Brandle is reported to have outlined the ramifications of his labor and business activities in these words:

"Along with the position of local representative of one of our unions in Jersey City, I also hold the presidency of the Board of Business Representatives of the Allied Trades in Hudson County, as well as president of the Building Trades Council in that county and president of the Iron Workers' District Council of New Jersey. Furthermore, I am president of the Building Trades of that state, general organizer for the A. F. of L., a voluntary organizer of the International Association of Iron Workers, president of a bank, president of an investment company and president of two holding companies."

The Brandle theory of operation was that structural iron work in the state of New Jersey belonged to the local fabricators and erectors and that unless the full capacity of the local shops was at any particular time completely employed no outside steel would be admitted into the state. In case it was necessary to permit steel manufactured without the state to be used in New Jersey, the steel could only be fabricated by "friendly" concerns. Brandle expected to develop a national organization of which he would be the head, designed to accomplish these objectives. He had demonstrated the successful operation of his proposed organization in New Jersey and had built a Chinese wall around that state so high that manufacturers of building material in other states were unable to scale it.

Something of the cynical indifference of this false leader of labor is indicated by another excerpt from the same address where he said, "The employers were first advised to thoroughly organize themselves. We agreed we would assist in whatever way possible in bringing that about and we did help materially in that line. After the employers had brought about a semblance of an organization, those who were still on the outside were advised by the labor group to sit down and have a talk to see if it was possible for them to go in."

The significance of the phrase, "those that were still on the outside were advised by the labor group to sit down and have a talk to see if it was possible for them to go in," cannot be lost on anyone who knows the methods of certain types of labor when their policies and programs are unchecked by outside influences. While these conversations were undoubtedly couched in the most discreet and unprovocative language, their implication undoubtedly was not lost on any of those who participated. It was, of course, made obvious to all those with whom these conversations took place that not only would they not be permitted to hire any union men if they failed to become members of the employers' organization but that if they attempted to erect work with other



Housing Executive Offices and Trading Floor
The Magnificent New Stock Exchange
Built American Plan



than union men sympathetic strikes in other crafts would follow and the customary chain of interference and sabotage would begin to materialize.

It now develops that the annual collections of Brandle and his cohorts were in the neighborhood of \$500,000 per year. In the Newark "Evening News" for June 25, 1930, a story containing the complete exposé of his grafting proclivities was published. It is stated there that the employers in defense attempted to organize themselves into a Board of Trade, and then goes on to say that this organization was divided into two groups, "whose principal purposes were to collect funds to be passed on to labor leaders." It is stated further that the facts in regard to this nefarious arrangement were brought to light by examiners for the Federal Trade Commission, the Department of Justice and other federal agencies which have been investigating conditions in the building industry in New Jersey.

The method of operation was simple. Members of the Structural Steel Board of Trade were expected as their contribution to the labor cause of New Jersey to add 2½% to the gross amount of all contracts for structural steel totaling \$1500 or more. Three-fifths of this amount, or 1½%, was allocated directly to labor leaders.

The story in the Newark "Evening News," after detailing the method of collection, states: "The same collector, it is reported, maintained contacts with building organizations other than those in the iron industry and is said to have received approximately \$500,000 per year for distribution among labor leaders who might otherwise bring about interruption of work through strikes and the like."

The money retained in the treasury of the Steel Board of Trade was used to pay the ordinary expenses of the organization and was also employed annually to give an elaborate Christmas party in New York, at which time costly gifts were presented to members, their families and friends. The ubiquitous Brandle was director-general of this organization and at Christmas, 1928, and again in the following year checks for \$10,000 were presented to him by the organization as his compensation as director-general during the pre-

vious year. The Newark "News" published facsimile copies of these checks endorsed by Brandle, although the latter denied ever having received any compensation whatever from the Board of Trade.

Another of Brandle's favorite devices for feathering his own nest was through a company which he organized, known as the Union Labor Investment Corporation. Employers associated with Brandle's sinister schemes were not only expected to add the necessary percentage to their bids in order to meet the labor officials' rapacious demands, but were, in addition, expected to become subscribers and stockholders in the Union Labor Investment Corporation. It is stated in discussing this matter that the approaches by Brandle's representatives to the employers urging them to join in this "undertaking on the part of union labor" were almost invariably made at the precise moment when labor disturbances on the jobs which they had under way would have caused considerable loss. Some of the investors in the Union Labor Investment Corporation state that their purchase of stock in this company was made "under certain duress."

Many of those who were required to purchase the stock state that distinct misrepresentations were made as to the nature of the security which they were buying. They charge that Brandle's representatives told them they were going to receive stock in the Labor National Bank of Jersey City, another concern which Brandle launched, but that as a matter of fact they received stock in the Investment Corporation which was practically worthless. They stated further that they were afraid to protest because of their fear that they would not be able to proceed with their building business without interruption. As one investor stated, "I was not in a position to make any definite protest, as I at that time had to rely upon the union for men for the work which I was doing."

Another device used by Brandle's solicitors was to state that they were attempting to obtain new business for the Labor Bank. They asked the contractors who were being interviewed to make deposits

(Continued on page 15)



Senate Committee Against Shipstead Bill

After hearings extending over two years, the Judiciary Committee of the Senate, shortly before the adjournment of the last Congress, rendered an adverse report in connection with the so-called Shipstead Anti-Injunction Bill. Seven members of the Committee supported the bill, while ten were in opposition. Its opponents in a temperate report indicated the reasons which actuated them to oppose the measure, while a minority report filed by the seven proponents of the measure, including Senators Blaine, Borah and Walsh, favored the bill largely on sentimental grounds.

As already pointed out in previous issues of this Bulletin, the bill is designed to place organized labor in such a preferential position that it can pursue its program of imposing its will upon the industries of the United States without the fear of let or hindrance from any agency whatsoever of the government. The protection which has been thrown around industry in the past through the powers of the courts to prevent illegal acts on the part of labor through the medium of the injunction would, to all intents and purposes, be completely and absolutely negated and denied.

The majority of the Judiciary Committee in its report points out that the policy which the bill attempts to impose upon the federal government is a definite invasion of the prerogatives which have historically been reserved to the states rather than to the Congress of the United States and the committee seriously questions the right of the Congress to make a valid declaration of policy upon a subject which lies outside the realm of federal authority.

In discussing the provisions of the bill which would declare that the so-called "yellow dog" or "individual employment contracts" are unenforceable at law, the committee points out that the United States Supreme Court has, on at least three occasions, declared that such contracts are illegal and unconstitutional and that the adoption of the principles espoused in the bill would be a denial of freedom of contract and would constitute the taking of property without due process

of law. In this connection the committee points out that because of the obvious legal difficulty involved through the Congress entering into matters which are purely of state concern, the bill attempts to accomplish the same means through indirection and attempts to throw a cloud upon the right of state courts to consider the validity of contracts of this character.

The committee then proceeds to point out that the bill would not only deny any redress to industry in the case of legal strikes but that illegal strikes as well would, under the provisions of the bill, be denied the protection of the courts through an equity action.

The committee criticizes seriously the drastic restrictions on federal court procedure imposed by the bill and asserts that these are of such a serious character that they are tantamount to making it impossible to secure an injunction no matter to what extent a labor organization might go in connection with a dispute with an employer.

The committee is particularly severe in its denunciation of the provisions of the bill which limit the field over which an injunction can be issued to cases arising out of acts of violence or threat and proceeds to point out that, even under the provisions of the bill, this limited protection would be denied to an employer or complainants "who have failed to make every reasonable effort to settle such dispute either by negotiation with or with the aid of any available governmental agency or mediation or voluntary arbitration." In other words, unless the employer had attempted to settle an industrial dispute through the means pointed out in the bill he would, irrespective of the acts of labor, not be entitled to request the court for injunctive relief.

The committee is equally condemnatory of the bill's provisions in regard to contempt. It points out that the provisions of the bill calling for jury trial in case of indirect criminal contempt are ambiguous in the extreme and introduce a new principle quite unknown to the law. The report also states that violations of injunc-

(Continued on page 12)



Cleveland Indicts Electrical Group

Further evidence of the type of conspiracy which invariably grows out of closed shop union control and which was a marked and regular concomitant of closed shop operations in San Francisco before the advent of the American Plan comes from Cleveland, Ohio. Here the Cuyahoga County Grand Jury recently indicted three officers of Electrical Workers' Union Local No. 38 and sixteen electrical contractors doing business under the style of the Electrical Business Association.

In December of 1929 a suit for an injunction was filed by an electrical contractor in a Cleveland suburb to prevent the union from withdrawing its members from employment with the plaintiff on the grounds that such withdrawal was a violation of his contract with the union. It was further charged that the arrangement in effect between the union and the contractors was a conspiracy which was unlawful both at common law and under the anti-trust law of the state. A temporary injunction was granted and according to latest information available is still in effect, no hearing having been held in the matter of a final order.

In March of this year, after the County Prosecutor had filed a civil action against the Electrical Business Association and officials of the union on the ground of violating the state anti-trust act, the Grand Jury commenced an investigation. Several score individuals were examined as witnesses and the indictments as finally prepared on June 20, 1930, charged the defendants had entered into a conspiracy to accomplish its four ends outlined below.

1. To create and carry out restrictions of trade, commerce and electrical wiring and fixture installation.

2. To prevent competition in the manufacturing and making, purchase and sale of electrical wiring and fixture installation.

3. To increase the price of electrical wiring and fixture installation.

4. To fix at a certain and standard figure, whereby the price of such electrical wiring and fixture installation to the public was controlled and established.

In the civil action filed by the County Prosecutor it was brought out that the Electrical Business Association and Electrical Workers' Local Union No. 38 had, among other things, conspired to carry out the illegal practices and acts outlined in the paragraph below.

Fixed prices had been established per outlet for all units sold and installed. All contractors in the county had been informed of these prices. Union men were withdrawn from jobs obtained by non-member contractors at bids lower than the Associations-union fixed price. Non-member contractors were compelled to join the Association by the use of the power of the union. Non-member contractors were frightened into not bidding on electrical jobs through fear of reprisal from the union. Contractors refusing to join the Association had been forced out of business. A rule was enforced which required that any contractor before he bid on a job costing more than \$1000 must communicate his intended bid to the Association for its approval or disapproval. Finally, the complaint charged that the union and the Contractors' Association together had used the power they have "so as to make themselves czars or absolute monarchs" of the electrical industry in Cleveland and outlying communities.

The painters in Cleveland evidently also have a strangle-hold of equal effectiveness on their trade. This is apparent from a statement recently appearing in the Cleveland labor press announcing that a special meeting of painting contractors was being called by the District Council of Painters with especial reference to journeymen who were also contractors. One paragraph in this announcement is of peculiar interest. This paragraph states "This meeting will be of special importance to the journeymen contractors, as only those who are recognized by the District Council will be allowed to operate in the future."

What methods the District Council of Painters may employ to prevent those who are not recognized from operating is evident from the history of efforts to carry

(Continued on page 14)



The Older Worker and Industry

Much has been heard lately in trade union circles and the press in general as to the increasing difficulty of obtaining employment by older workers. It has been made to appear that this problem is one of especial and acute seriousness at this time and that manufacturing industries in particular have imposed such rigorous regulations in regard to hiring ages that men more than 40 or 45 years old are practically doomed to become public charges.

In a paper recently read before the American Management Association by Mr. Murray W. Latimer, it was pointed out that similar claims and accusations of discrimination against older workers have been made ever since the beginning of the industrial revolution. He pointed out that in England such allegations can actually be found dating back over 100 years and that they have been periodically repeated since that time, although a British Official Commission in 1909 declared that such charges were largely fictitious. Mr. Latimer stated that in the United States these questions of age limits began to be raised about 1900, when it was stated that it was becoming increasingly difficult for older men to obtain jobs.

A survey recently completed by Mr. Latimer covering a very large number of firms in a variety of industries employing more than 3,000,000 workers disclosed that in 42% of the companies employing 26% of the total number of persons covered there was no age limit whatever for hiring. In 40% of the companies employing 61% of the total either all persons over a certain age were refused employment or else a high executive consent was required for their employment. In 18% of the companies employing 13% of the men no restriction was placed on the hiring, but pensions were not granted to employees hired beyond a certain age.

Of the 1,900,000 employed by companies who refused to hire persons over a certain age the survey disclosed that approximately 80% of such employees were on railroads or in public utilities and that only one-sixth were in manufacturing companies.

The first conclusion reached as a result of the survey was that the possibility of a person over 45 obtaining employment with a railroad or public utility was small, but that the chances of obtaining employment in a manufacturing industry were two to one in favor of the applicant.

The survey then examined the United States census of occupations. This data was supplemented by a special investigation going back over a period of forty years. It was discovered, surprisingly enough, that outside of agriculture, which is not covered by the survey, the employment of men more than 45 years old has been increasing rather than decreasing in proportions over the entire period. In the steel industry, for example, during the last eighteen years persons between the ages of 45 and 54 have increased 61%, persons between the ages of 55 and 64 142%, and persons over 65 years old 143%. Statistics showing a similar trend, only not so pronounced, were also found in connection with the employment of men beyond 45 in the manufacture of agricultural implements, in bituminous coal mining, in oil refining and in slaughtering and meat packing.

Continuing, the paper pointed out that in the opinion of its writer the difficulty of a person over 45 years of age obtaining a job has been considerably exaggerated. The records of four public employment offices in Massachusetts were examined for the year 1928 and revealed that there was no discrimination against older persons until after they had passed 55 years of age and that persons between 55 and 65 years of age had on the average about three-fourths as much chance of obtaining a job as a person under 35.

Mr. Latimer concludes that the real problem is not the existence of limits as to hiring age but the existence of permanent and total occupational disabilities on the part of applicants. Mr. Latimer points out that there has been a considerable decline in the actual number of persons employed in manufacturing and railroad industries during the course of the past sev-

(Continued on page 16)



A Correction

In the last issue of this Bulletin an article was printed referring to a protest filed before the Board of Supervisors by steam laundry proprietors of San Francisco employing union help. This protest was made in opposition to the application of certain proposed laundries for permits to operate. These protests were based on the ground that the maintenance of the proposed laundries would violate the provisions of the laundry ordinance of San Francisco. Included in the story was a quotation from the Department of Industrial Relations of the State of California. An interpretation was placed upon this quotation which was not in conformity with the facts. It was stated that because the statistics of the Department of Industrial Relations showed that the wages paid in French laundries were higher than those paid in steam laundries, the objections of the union laundries were not made in good faith but were to be traced to the fact that the French laundries did not employ union help.

Examination of the facts in connection with the wages of laundry workers indicates that the conclusions reached in the article were not well founded and that, as a matter of fact, the wages of steam laundry workers in San Francisco are considerably higher than the average wage paid to steam laundry workers throughout the state. Any comparison, therefore, between the averages for the steam laundries and French laundries is not applicable to San Francisco and the charge of bad faith on the part of the San Francisco steam laundries was without foundation.

For the first half year of 1930 the value of permits for new buildings taken out in California exceeded those of any other State during the same period with the exception of New York. Permits in New York were valued at \$253,000,000 for the half year, while California's totals were \$105,600,000. No other State showed permits valued in excess of \$100,000,000, the third highest total being that for Ohio with \$69,300,000, with Pennsylvania and Illinois showing slightly smaller valuations. Approximately one-third of Cali-

A Union Dilemma Resolved

The absurdities to which unions will go in their insistence upon 100 per cent closed shop organizations is clearly exemplified in a recent story emanating from Hollywood. It appears that one of the studios in that city desired in the course of taking a talking picture to employ a man who had become exceptionally proficient in the use of the ordinary carpenter's saw as a musical instrument. The musicians took the position that, although the saw player was not a musician and therefore could not be admitted as a member of the American Federation of Musicians, nevertheless, they would refuse to play for the studio as long as this non-union man who produced musical sounds was employed. Work on the picture came to a standstill while the best union brains in the motion picture metropolis put their heads together and tried to discover a satisfactory means of escaping from this frightful dilemma. It was finally suggested by some unsung genius of the trade union world that the saw player should take out a card in the Carpenters' Union and that the Carpenters in turn should then request the Musicians for a special dispensation under the customary fraternal courtesies existing between the two organizations. After much discussion, this masterful solution worthy of a Metternich or a Bismarck proved to be acceptable. The Musicians retained their unquestionable 100 per cent purity, the Carpenters received an initiation fee from a man who would never work as a carpenter and that most sacred of union doctrines, the 100 per cent closed shop, was preserved inviolate.

fornia's total originated in Los Angeles.

For the country as a whole, building permits show a falling off of about 50%, as compared with the first half of 1929. In San Francisco the decline in permit values as compared to last year show a decline of about 33%. The shrinkage in building construction is reflected in the statistics of unemployment issued by the American Federation of Labor, which show that about 37% of organized building trades workers are unemployed.



The AMERICAN PLAN

How They Do It In Vienna

A recent dispatch from Vienna indicates that theatre claquers there have organized the first union of its kind in the history of the world. It is stated that the headquarters of this union will be a coffee house near one of the principal theatres and that its members are chiefly students and young clerks. According to the dispatch, the most popular singers at the opera have been obliged to give free tickets and even to donate cash lest the claue retaliate by deafening applause at the very moment when the stars are reaching a climax.

Evidently taking a leaf out of the rate book of the Musicians' Unions in the United States, the members of the new Claquers' Union have issued printed instructions requiring that ten of its members should be stationed in the orchestra, ten in the first balcony and ten in the second balcony and gallery. In return for free seats and two wienerwursts with mustard, the new union guarantees to give the singers two curtain calls at the end of the first act, two at the end of the second and an ovation at the conclusion of the performance. Should any special or unusually strenuous demands be made upon them, their compensation, in addition to the free seats, shall consist of six wienerwursts and a glass of beer. Union dues, it is understood, are used to purchase seats for members of the organization in order that singers who rebel against the demands of the Union may be properly punished through its members applauding at the most inopportune periods of the performance.

Here is a field of endeavor which has apparently been overlooked by the American Federation of Labor. As a means of relieving unemployment, it offers unusual advantages, and the wienerwursts are a most admirable substitute for soup kitchens.

In Chicago the Business Agent of the Plumbers' Union was shot and killed by unknown parties as he was trying to "stake down" a non-union contractor. His companion in graft, also an officer of the union was seriously wounded. "Scarface" Al Capone is "muscling" into the building

Union Men and Overalls

Union overall manufacturers in various communities where the American Plan is in effect are complaining that this success has operated adversely toward their business. Workers are no longer ostracized because they refuse to buy union overalls and other work clothes but are free to purchase the garments which they believe to be the best or which suit their own personal requirements. The manufacturers of union-made garments are surprised to find that the American workman is still a thinking individual once he escapes from the deadening influence of trade union traditions and the fear of union reprisals.

ANTI-INJUNCTION BILL

(Continued from page 8)

tions in other than labor disputes could not be summarily punished and would be subject to all the delays, uncertainties and burdens of a jury trial and that the full value of the injunction as an equitable remedy and the power of the court to impose its will through the charging of contempt to violators of the injunction, would be completely and irrevocably lost. It also points out that in many instances the government itself is the complainant requesting an injunction and that consequences of the most alarming and serious character would flow from the inability to enforce the injunctive decree.

Finally, the committee denies that there is any real necessity for the bill as drawn and closes its report by saying, "If relief from abuses in labor injunctions could come from the substitute bill, the committee would cheerfully join in its support. We are not convinced that it would be because we consider that many of the substitute provisions are contrary to the well-recognized principles of our Constitution and the time at our disposal does not permit us to undertake now that careful study which the importance of the subject demands."

racket with a vengeance. The man who was killed is reported to have been one of his henchmen. Such are fruits of union control in the building trades.



DYNAMITE AND THEATRES

(Continued from page 4)

men in it were immediately placed under arrest. Investigation disclosed the identity of these men. One, named Lawton, was a motion picture operator formerly of Grand Rapids and at the time a resident of Detroit, and the other, Chamberlain, also a motion picture operator, was from Detroit.

The men were immediately turned over to the authorities of Grand Rapids and two days later confessed to placing the explosive charge. In this confession numerous other persons connected with the Motion Picture Operators' Union in various Michigan cities were implicated and several arrests were made.

Among those arrested was Lee Blue of Detroit, a rum-runner and racketeer. Blue was directly charged with the bombing of the Liberty and Family theatres together with Lawton, and it was discovered that he had been paid \$800 for this job. Donald D. Clark of Grand Rapids, business agent of the local Motion Picture Operators' Union, was arrested and charged with conspiracy in connection with the bombing. Adam Trus, the president of the Motion Picture Operators of Grand Rapids, was similarly charged. The secretary-treasurer of the Grand Rapids local, Wallace G. Douk, was charged with having paid the sum of \$875 of the union's money to various persons in return for the bombing. In addition, Bart Denman, the business agent of the Muskegon local, was charged with having agreed to pay for the bombing of a theatre in that city.

Dynamite was discovered on the farm of a man named Roselle, formerly a member of the Motion Picture Operators' Union. The president of the Detroit Operators' Union, Frank Conscora, was charged with having hired the men to bomb the theatres in Grand Rapids. He disappeared and has never been apprehended. Another motion picture operator named Montford similarly escaped the jurisdiction of the court by disappearing.

Lawton and Chamberlain, the two men originally arrested, entered pleas of guilty and were sentenced to serve from twenty to twenty-five years of hard labor in the state penitentiary. The rum-runner and

racketeer Blue, with whom the motion picture operators consorted and to whom they paid the money for the actual bombing of all the houses, was, through his intimate connections in the underworld, the object of particular and especial solicitude on the part of his fellow criminals. Every effort was made to prevent the case from coming to trial and the high-priced criminal lawyers who were engaged to defend him resorted to every legal technicality in an effort to secure delay and an eventual miscarriage of justice. All these efforts, however, were unavailing, and he was finally tried, found guilty and sentenced to the penitentiary. Three of the defendants were later acquitted and another was convicted and sentenced to a long term.

According to the confessions made by Lawton and Chamberlain, the local Motion Picture Operators in Grand Rapids and Muskegon contributed to a fund which apparently was turned over to the Detroit Motion Picture Operators' Union. The larger city was apparently in a better position to provide criminals who were accustomed to the use of violence in connection with labor disputes. So-called labor leaders in Detroit hired the bombers and perfected the arrangements for the transportation of the dynamite and other details of the proposed crimes.

At the trial in Grand Rapids, at which Blue was found guilty, Judge Verdier in giving sentence addressed the Detroit racketeer in these words: "I can see how Lawton might have been influenced by a mistaken feeling of loyalty to the Operators' Union of which he was a member, but a man is certainly a lot lower in the scale when he would do such a thing for money. You have added the offense of perjury to your other crimes. No one in this courtroom who heard you testify would believe your story. Everybody could tell when you were repeating questions and ducking them that you were looking for time to shield yourself. You had no reason to claim that you did not receive a fair trial. There is not a particle of doubt as to your guilt. You had ample time to produce your witnesses and the court is not responsible if those witnesses failed to appear. Until Lawton and Blue



The AMERICAN PLAN

began their scheming, Grand Rapids had been particularly free from offenses of this nature. We shall see that it is so from this time on."

Again it may be pointed out that there is a surprising similarity between the happenings in Michigan and the recent explosion at the Royal Theatre in San Francisco. Possibly through the experience gained in Michigan those responsible for the action here were more careful in their technique and covered up their tracks so that the authorities have up to the present time been unable to apprehend the guilty parties. The words of Judge Verdier, however, can certainly be echoed in the heart of every lover of San Francisco, including every decent and self-respecting member of organized labor. "Until Lawton and Blue," he said, "began their scheming, Grand Rapids had been particularly free from offenses of this nature." San Francisco, too, has been particularly free of crimes of this character for many years. Neither the reputation of the city nor the welfare of the labor movement of the city is furthered or advanced by the resort to direct action of this sort. On the contrary, with every crime of violence labor's stock sinks lower and its disrepute becomes the more general. It is impossible to believe that the rank and file of law-abiding citizens and others who are members of these unions would for a moment tolerate acts of this character. They, along with every honest-thinking citizen of the community, realize that labor's stature is materially diminished and the aims and aspirations for which it claims to stand are thrown under a cloud whenever so-called labor leaders are so sterile of leadership and vision that acts of violence are the only weapon they can command.

The next convention of the American Federation of Labor will be held in Boston in October. Competent observers indicate that the coming meeting will be one of the most important in a decade. The serious economic problems confronting the Federation on account of the general depression; the expected battle growing out of the efforts of the secessionist

ELECTRICAL GROUP INDICTED

(Continued from page 9)

on painting operations in Cleveland free from the domination of the Painters' District Council. Innumerable jobs painted by non-union painters or by painting contractors who had not been given the stamp of official approval by the Council have been broken into just as the painting job was being completed and the work not only of the painting contractor but of plastering and carpenter contractors maliciously destroyed by agents affiliated with the Painters' Union. In other instances structures painted by non-union men have been bombed or fired by incendiaries.

Recently the labor boss of Cleveland announced to the County Commissioners that if the contract for the erection of a highway bridge was let to a contractor operating under American Plan conditions the affiliated trades unions of Cleveland would guarantee to the County Commissioners that the job would never be completed. In spite of these implied threats of violence and sabotage, the County Commissioners insisted that the law required that they let the job to the lowest responsible bidder. They further stated that the monopoly of labor control which the building trades unions in Cleveland had exercised could not be used to prejudice the interests of the taxpayers of the county.

What has come to the surface in Cleveland is found below the surface in every community where organized labor controls the building trades. Only in those communities operating under the American Plan, of which San Francisco is an outstanding example, has this stranglehold been loosened and the building business permitted to operate under reasonable and economical conditions.

United Mine Workers' Union to gain seats; and the drive which will undoubtedly be made by the more radical unions for changes in the Federation's program promise to make the Boston convention a critical one as regards the Federation's future.



NEW JERSEY STEEL GRAFT (Continued from page 7)

in the bank through them. Instead of these amounts being deposited, however, they were used to purchase the dubious stock in the Investment Corporation.

The same union organization of which Brandle is one of the brightest and most shining lights, the International Association of Bridge and Structural Iron Workers of America, has for the last six years been attempting to re-establish its strangle-hold on the erection of steel work in San Francisco. For twenty-five years it has been excluded from the New York market. The recently terminated negotiations with the Structural Board of Trade of New York City were only forced on the employers by sympathetic strikes of the iron workers on jobs in numerous Eastern communities which were being erected for the same contractors who were putting up the Empire State Building in New York City. As reported in an earlier issue of this Bulletin, Ex-Governor Alfred E. Smith of New York, as president of the Empire State Building Corporation, attempted to bring together the representatives of the Structural Steel Board of Trade and the Iron Workers' Union, and did succeed in having them form a conference committee. It is understood that the committee agreed that if certain grievances which the employers had—the New Jersey situation—could be corrected by the union, the employers would consider entering into contractual relations with the union. To the appeals of the employers to break the power of Brandle in New Jersey and help to relieve that state of the disgraceful conditions prevailing there, the representatives of the Iron Workers' Union turned a cynical ear. Speciously they attempted to pretend that they were without authority to correct the situation in New Jersey, believing that the difficulties which they had caused by calling strikes in numerous Eastern communities would be of sufficient gravity to force the New York steel erecting contractors to surrender.

When on July 1st the negotiations in New York were terminated, the union immediately rushed into print with charges of bad faith on the part of the

employers and specifically stated that they had violated the contract which had been entered into between the two organizations and that legal steps would be taken to enforce the union's rights. P. J. Morrin, as general president of the Iron Workers' Union, pretended to be tremendously incensed over this purported contract violation. The hypocrisy of this position is the clearer when it is realized that at that very time in Kansas City members of Morrin's organization were on strike for higher wages in violation of a contract which they had entered into with the employers less than ninety days before calling for complete wage stabilization in Kansas City for the balance of this year.

It is this organization, of which the notorious McNamaras were officers and which in New Jersey has again demonstrated its callous indifference to the rights of employers or the public, which is again attempting to force its way into the San Francisco building field. Fabricators and erectors here, however, are determined that they will resist to the uttermost the efforts of the Iron Workers' Union again to fasten its tentacles on the building industry in the Bay area.

American Plan Conference Meet

The fifteenth meeting of the American Plan-Open Shop Conference was held in Duluth, Minnesota, June 2d, 3d and 4th. Representatives were present from every section of the United States. Important national organizations sent executives to the conference and many well-known individuals were also in attendance. The conference gave special attention to the promulgation of an industrial code, to the legal aspects of the labor problem, to questions growing out of the demand for the five-day week, and the difficult problems created by the present industrial depression.

Again the myth of the labor vote was demonstrated at the August 26th primary. Los Angeles unionists supported Fitts, San Francisco labor pulled for Rolph, Oakland's was for Young. Sectionalism and unionism were synonymous.



The AMERICAN PLAN

MR. WOLL'S DEFENSE

(Continued from page 3)

the reason why the Federation at this time is actively pressing the so-called Shipstead Anti-Injunction Bill is because the provisions of the Clayton Act relating to the use of the injunction have proven totally inadequate from labor's standpoint. Mr. Woll knows that the Clayton Act has not prevented the courts from issuing injunctions to stop labor organizations from committing acts of intimidation and violence, from wrecking businesses which fail to meet its demands, and from following other illegal or quasi-illegal courses in its effort to enlarge its sphere of influence.

It is in his characterization, however, of the shorter work day or work week as the "one immediate and infallible remedy" against unemployment that Mr. Woll displays not only his own abysmal economic ignorance but clearly sets forth the untenable position of the Federation as regards the shorter work week and the higher daily wage. Without attempting to discuss the economic or social implications of the shorter work week, it is obvious that "an average shortening of the working time in the day or week of ten per cent would at once absorb all the unemployed" does not conform to the opinion of matured and responsible economists or is it in conformity with the facts as they are known to the average man. No such abracadabra could be effective in absorbing "at once all the unemployed." For example, if the average demand for building is around a third of what it was during the peak of construction in 1926 and 1927, the universal five-day week in the building trades is not going to absorb the unemployed workers. Nor is the shortening of the work week nor the increasing of wages automatically going to increase the demand for goods so that industrial establishments will find consumer outlets for their full capacity. Neither is the shorter work week going to find positions on the farm for labor that has been displaced as the result of the use of tractors, combines and other mechanical equipment.

The problem of unemployment is not so simple and no universal formula such

as that proposed by the Federation through Mr. Woll is going to be any more effective as a solution than is the Federation's pet device for meeting problems in the field of industrial relations. Let your workers join the Federation, it says, whether they want to or not, and every maladjustment in industrial relations will automatically and instantly be righted. What it should say is that maladjustments in the field of industrial relations will, under Federation leadership, only be accentuated and brought into sharper relief.

When the Federation recognizes that both American employers and American workers have a right to elect how they will solve their mutual problems, when the Federation realizes that its formula for economic salvation is not the exclusive and only one, when it is willing to accept any honest effort in the field of industrial relations as a step in the right direction, and when it is willing to shape its policy with an eye to the good of the many instead of the success of the few in its inner circles who have attained high offices, then and then only can it hope to be accepted at the worth which it places upon itself. When that day arises neither Mr. Woll nor any of its other high officers will be required to rush into print in defense of its waning strength and its provincial leadership.

THE OLDER WORKER

(Continued from page 10)

eral years and that this so-called technological employment has probably affected older persons more severely than younger. In conclusion, the paper pointed out that industry itself has supplied practically the only agencies which are attempting satisfactorily to solve the problem of permanent and total occupational disability through pension arrangements and through comprehensive plans for training and placement of older workers by personnel departments. Efforts to accomplish these ends through pension or insurance plans either public supported or privately managed are in no instance touching the problems of the older worker as effectively as industry itself.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

President:

FREDERICK J. KOSTER
President California Barrel Co. Inc.

Vice President:

J. E. CUSHING
American-Hawaiian Steamship Co.

Secretary:

SAMUEL LILIENTHAL,
President, Haas Bros.

Treasurer:

J. W. MAILLIARD, JR.
Mailliard & Schmiedell

Managing-Director:

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div. U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
American Hawaiian Steamship Co.

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co.

GEO. W. KELHAM
Architect

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Pres.
Haas Bros.

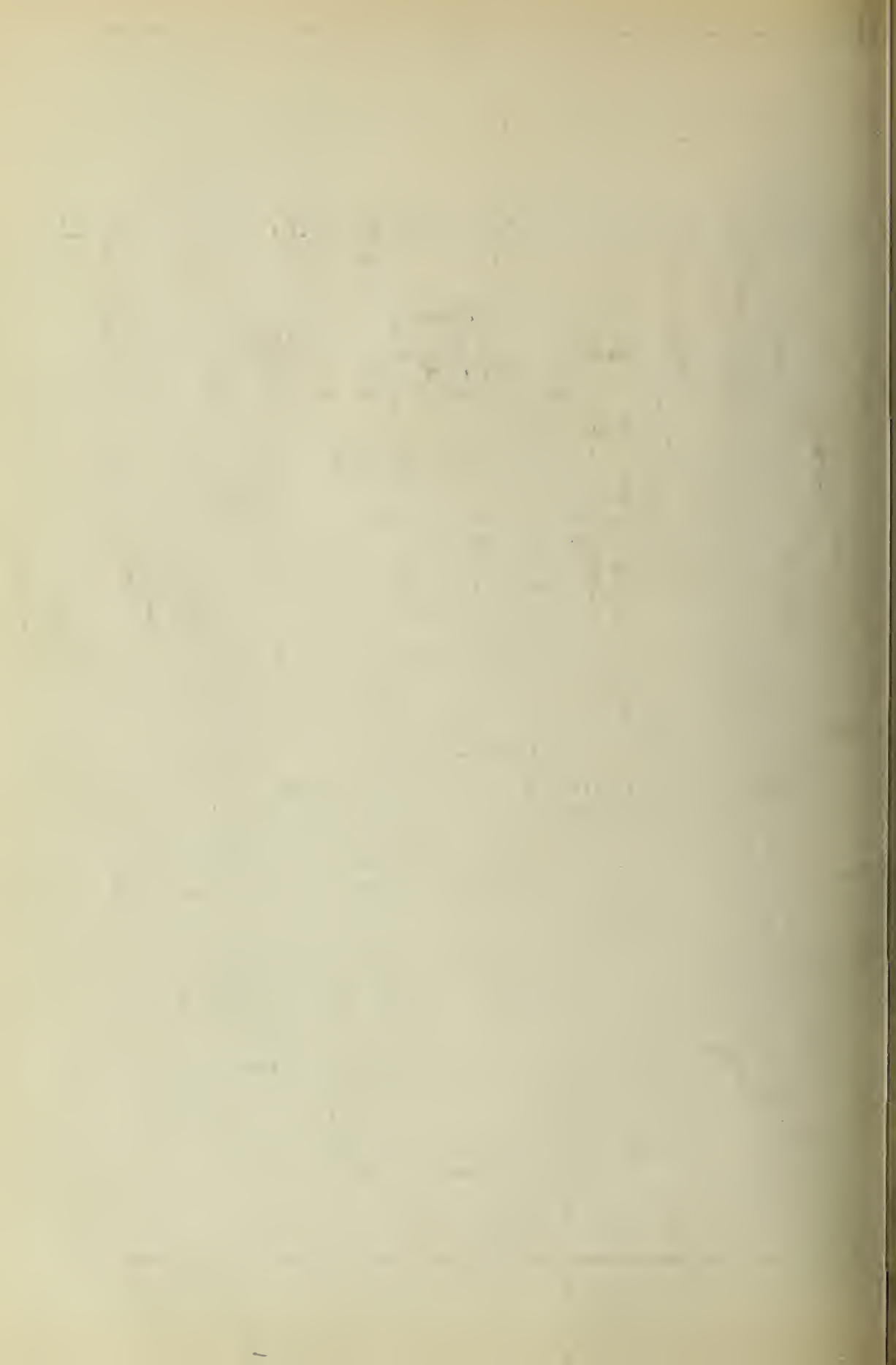
J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

F. S. MCGINNIS, Vice Pres.
Southern Pacific Company

RICHARD S. SHAINWALD, Pres.
The Paraffine Companies, Inc.

A. EMORY WISHON, Vice-Pres. and General Manager
Great Western Power Co.



SAN FRANCISCO
PUBLIC LIBRARY

The American Plan



THE AMERICAN PLAN

Published by the Industrial Association of San Francisco

"FOR SOUND INDUSTRIAL RELATIONS"

Published Bi-Monthly, Alexander Building, San Francisco

SUBSCRIPTION PRICE \$0.25 A YEAR, INCLUDED IN ANNUAL DUES

VOLUME IX

DECEMBER, 1930

NUMBER 4

No Closed Shop in Public Office

A WELL-MERITED rebuke was administered to President William Green of the American Federation of Labor by President Herbert Hoover when he refused to accept the ultimatum of Mr. Green that the Secretary of Labor must be appointed from officials of unions affiliated with the Federation. When Mr. Green called on the President on November 25th and insisted that the principle of the closed union shop should be extended to the Cabinet of the United States, he practically forced the President to go outside of the Federation in filling the vacancy created by the election of Secretary Davis as Senator from Pennsylvania.

The arrogance of the president of the Federation was completely exemplified in the oral statement which he gave to reporters immediately after his conference: "We have given the President," Mr. Green said, "the whole field of officials of the American Federation of Labor from which to make a selection." Mr. Green did not say that the President had been urged to appoint someone from the ranks of the Federation nor that he had been requested to do so or that it had been suggested that he do so, but the unyielding aspect of the ultimatum delivered by Mr. Green was clearly brought out in the word "given."

Apparently, Mr. Green took the position that he had accorded the President a great privilege by not telling him offhand and without any qualification the precise person who should be appointed. The magnificent concession which was made in opening to the President the ranks of the entire Federation was a clear picture of the state of Mr. Green's mind.

The President's rebuke enunciated a fundamental principle of qualification for holding office in America that was apparently forgotten by Mr.

Green and is all too frequently ignored by other representatives of the American Federation of Labor.

"I do not feel," the President said, "that I can consent to the principle of debarment of the railway employes or other labor unions and associations, or any labor man in the United States, from the opportunity or the aspiration to attain any office in this land. . . . Mr. Green's enunciation that the appointment must come from one organization in fact imposes upon me the duty to maintain the principle of open and equal opportunity and freedom in appointments to public office."

Mr. Green's statement, in turn, as to the attitude of the American Federation of Labor toward the appointment illustrates graphically the ideas of inflated magnificence and power with which the leaders of that organization have invested it. Not only is this shown, but a rather nasty condescension toward the appointment is obvious. His choice of the words "has seen fit" is most illuminating: "The President of the United States," he said, "has seen fit to select a Secretary of Labor outside the ranks of the American labor movement. The right of the President to select the members of his Cabinet is freely recognized by all classes of people regardless of political or economic affiliations. The officers and members of the American Federation of Labor have always believed that the Secretary of Labor sitting in the President's Cabinet should come from the American Federation of Labor. The American Federation of Labor is regarded as the American labor movement, speaking for American labor, representing American labor. . . ."

"We have always held that the Department of Labor should be the instrumentality through which

Labor could impress its mind and judgment upon economical and industrial problems affecting the well-being of working men and women through a Secretary of Labor to the President of the United States and his Cabinet. . . .

"Why someone outside the American Federation of Labor has been selected is a question that cannot be answered by Labor and one which it is difficult to understand. The officers and members of the American Federation of Labor, myself included, are keenly disappointed because the President failed to give the American Federation of Labor recognition in the selection of a Secretary of Labor."

Does the American Bar Association say to the President that the Attorney-General must come from its membership? Would the American Bankers' Association attempt to say that the Secretary of the Treasury must be chosen from its ranks? Has any great commercial association, for example the Chamber of Commerce of the United States, ever attempted to dictate the choice of the Secretary of Commerce? If any of them should become so arrogant, Mr. Green would be the very first to raise his voice in vehement protest against any such arbitrary and un-American assumption of powers.

The most cursory examination of the statement by the president of the Federation discloses the true motives back of the demand. It is not the interests of all labor in America in which he and his political followers in the Federation are interested, but rather the welfare and destiny of the Federation itself. To argue that the American Federation of Labor is "regarded as the American labor movement, speaking for American labor, representing American labor" is an arrogation of authority and an elevation of the American Federation of Labor to a position which neither its past history nor its current position in the industrial life of America deserves. To claim that a representative of the

Brotherhood of Locomotive Engineers, an older organization than the Federation by years, is "outside the American labor movement" is as reasonable as would be a statement that a man was "outside" the Protestant faith because he did not belong to the Episcopal Church, or that a citizen was an alien because he did not belong to the Republican party.

Mr. Green may profess to fail to understand why the President went outside the ranks of the Federation, but no right-thinking American with a common understanding of American institutions will have the least doubt as to the reasons that moved the President to turn his back on Mr. Green, whose astounding political ineptitude was only equaled by his blustering insolence.

Mr. Green's assurance that he speaks for the officers of the Federation as well as for its members can certainly be taken with the tongue in the cheek. That he speaks for the officers, none can deny, for the entrenched officialdom of the Federation is mightily interested in maintaining its personal prestige and power as well as the tidy emoluments of office. The rank and file of labor, both within the Federation and without, is far less interested in the political fences which Mr. Green may be able to build than in the development of a constructive economic program on the part of the Federation which will be in keeping with the spirit and genius of American industry and with current economic thought.

The problem of the Federation is no different from that of all American industry, namely, to create an integrated industrial structure in the United States which will be truly representative of the American people rather than to expound a point of view which is narrow, insular and confined and which, all too frequently, represents economic doctrines which are discredited and outworn.

The Cover for This Issue

The cover of this BULLETIN, an aerial photograph taken within the course of the last few weeks, depicts in graphic form the metropolitan aspect of the new San Francisco and its magnificent harbor and waterfront. It looks across the Bay to the communities of Oakland, Berkeley and Alameda, another metropolitan area with a population of half a million. The photograph, taken by Fairchild Aerial Surveys, Inc., is of especial interest to the Industrial Asso-

ciation, since practically all of the impressive buildings shown have been constructed since the organization of the Association in 1921, and have, almost without exception, been built under American Plan conditions. There are literally hundreds of the structures shown on this cover which were erected under the American Plan. Every building on the new San Francisco skyline is a lasting monument to the principles of industrial freedom.

Racketeering and an Impotent Federation

AT THE last meeting of the American Federation of Labor much attention was paid to the consideration of resolutions thoroughly in keeping with the historic attitude of the Federation. But one brief statement was made in connection with the subject of racketeering. During the course of one of his addresses, President Green stated in substance that if any evidence could be adduced which would indicate to him and the high executive officers of the Federation that racketeering was being practised by any union affiliated with the American Federation of Labor, and that if such charges could be proved, such organization would immediately have its charter from the Federation revoked. Complacent followers of Mr. Green's leadership pointed to this declaration with approbation and indicated that they considered it a complete answer to the charge that racketeering was becoming more and more evident in the activities of a considerable number of union organizations.

Within a few weeks of Mr. Green's pronouncement, the District Attorney of New York had called together a group of prominent citizens in order to enlist their aid and co-operation in putting a stop to union racketeering. For months before Mr. Green made his announcement and since that time, public officials in Chicago have been battling vainly in an effort to stem the rising tide of union racketeering in that city. In other metropolitan centers throughout the country, public officials have expressed their concern over the steadily arising tide of corrupt union domination of legitimate business enterprises.

In so far as evidence is concerned on which Mr. Green can carry out his promise to throw the influence of the American Federation of Labor behind a clean-up of corrupt unionism, there are enough facts, absolutely verified and admitted as a result of civil and criminal actions in State and Federal courts, to keep Mr. Green busy for a long time. The Federation could, if it would, find innumerable cases upon which immediately to act.

The recent exposés in the Bronx in New York as to the existence of a racket in the building trades there which caused millions of dollars of property damage and which finally resulted in the indictment and conviction of union officials, is a case in point. Has the Federation made any effort to determine whether some other union representatives have inherited this particular racket?

The notorious cleaning and dyeing racket in Chicago carried on by unions affiliated directly with the American Federation of Labor might well command Mr. Green's consideration and attention. The promoters of this particular racketeering scheme, not content with property damage and ordinary violent assaults on those who oppose their methods, have, in the course of their war of intimidation, gone to the length of locking drivers of wagons operating for cleaners and dyers who refuse to surrender to the racket, in their own wagons and, after pouring gasoline over the rigs, igniting it.

Mr. Green might turn his attentions to the Chicago garage racket in which damage to automobiles and vicious assaults on garage workers are a regular adjunct. Likewise, Mr. Green cannot be unaware of the existence in the same city of a conspiracy between union milk wagon drivers, ice wagon drivers, coal wagon drivers and apartment house and flat janitors to isolate completely and make unlivable any apartment house which refuses to accede to the unreasonable demands of any one of these unions. Three members of the Flat Janitors' Union were recently indicted for preventing deliveries to a flat building where the owner attempted to do her own janitor work. Has the Federation investigated this racket or does it take the position of the Illinois Federation of Labor, touched on elsewhere, that such activity is "in the course of duty"?

The graft of union business agents in the organized building trades of many Eastern communities has been notorious since the investigations about ten years ago by the Lockwood and Untermeyer committees in Chicago and New York, respectively. That this type of "job insurance" has not diminished during the course of years is attested to by contractors in many cities where closed shop union conditions prevail in the building trades.

Three typical rackets were recently brought before the courts in Chicago. Six business men and three business agents were indicted by the Cook County Grand Jury because of racketeering practices directed against non-members of the Sheet Metal Contractors' Association.

A property owner on Chicago's South Side was recently forced to pay \$800 to a representative of Local 134 of the International Brotherhood of Electrical Workers before he was given permission to complete the re-wiring of an old building.

A dry goods store in Chicago that refused to

transfer its contract for the distribution of handbills to officers of the Handbill Distributors' Union had all its plate glass windows broken after an attempted boycott failed.

Mr. Green's sincerity, therefore, in his pronouncement on racketeering must be seriously questioned. When, however, it is realized that the American Federation of Labor, as an organization, is powerless to influence in the slightest degree the action of local unions, the complete hypocrisy of Mr. Green's shallow gesture can be appreciated. The American Federation of Labor can withdraw its so-called charter from international unions and from a few so-called Federal unions, the latter being organizations of a special type affiliated directly with the Federation, but the great mass of the thirty-odd thousand locals within the United States are quite beyond the reach of the Federation.

It is, of course, obvious that the Federation is not going to attempt to discipline any local of a great national organization by withdrawing a charter from the parent union itself. Under such circumstances, the officials of such a union would politely

thumb their noses at the Federation and continue in business at the old stand.

The only result would be that the Federation would be the loser by the per capita tax which it would otherwise receive. The loss of the Federation's charter means nothing to a well-entrenched international union, as is amply evidenced by the withdrawal of the United Brotherhood of Carpenters from the Building Trades Department of the Federation on at least two occasions in the past ten years.

It is a foregone conclusion that the Federation officials are going to do nothing at all in connection with the entire matter of racketeering. They will stand upon Mr. Green's high-sounding phrases and will continue to permit the entire labor movement to be thrown into disrepute through the acts of crooked and dishonest labor politicians. In the final analysis, practically the entire American labor movement, with negligible exceptions, has become imbued with the racketeering point of view: that any means whatever justifies the end, the end in this instance being the perpetuation in office of the present labor hierarchy.

A New Arena of Industrial Relations

UNION leaders have discovered that there is a more subtle method of furthering their plans in building up their organizations than the bludgeon of the strike. It has evidently been concluded, in some cities at least, that the stage of active warfare is to be avoided at all costs and that more can be accomplished through indirection than by strong, frontal attacks. This changed attitude of mind is clearly exemplified in reports recently received from Minneapolis. It develops that in this metropolis of the Northwest the city council is more interested in acceding to the demands of the minority of organized workers in the community than it is in observing the law.

Recently the Minneapolis Gas Light Company started to erect a new building for service and warehouse purposes to cost approximately a quarter of a million dollars. To the surprise of open shop contractors in Minneapolis, bidders were advised that if they cared to obtain the contracts it would be necessary for all general and sub-contractors to use exclusive closed shop union crews. This was a direct reversal of the policy previously adopted by this

company and consequently caused considerable surprise. Investigation, however, disclosed that the company had been forced by the city council to agree to erect this building under closed shop conditions as the price which it had to pay in order to obtain a new franchise from the city council. Further investigation disclosed that the company had been forced to accept a clause in its franchise which definitely tied its hands so far as organized labor was concerned and required it to agree to all intents and purposes to permit the complete unionization of its crews.

The city council in Minneapolis is apparently willing to go much further, however, for it is also reported that in at least two instances the bid of an American Plan contractor was rejected and the work for the city awarded to closed shop contractors at a considerably higher cost.

Commenting on this "The Labor Digest" says: "This may not be a racket as the Chicago professionals work it, but it is certainly a racket so far as the taxpayers and the ninety-five per cent of unorganized workers is concerned. And if the aldermen will

throw away \$4000 on one job, at the demands of this five per cent, how long will it be before the racket in all its glory is in operation in Minneapolis? That is the way it starts and there are plenty of professionals to teach the next steps in the game."

If such activities were confined to Minneapolis they would not be so disturbing, but unfortunately the situation there is typical of that prevailing in almost any large American city. While the method of approach may vary and the actual technique be altered, the unions' efforts are directed toward the same end and attain surprisingly uniform results. Recently in a neighboring city in northern California a very substantial building was held up by the building inspector who, at the demand of organized labor interests, refused to issue a permit. The chief building inspector advised the owners that the permit would only be issued when he was assured that certain contractors friendly to organized labor were to get the work. When it appeared that this threat would not move the owners and that legal action might compel him to issue the permit, with the embarrassing publicity which would follow such a move, the permit was grudgingly granted. Instances are also known where contractors performing work for public authorities have been compelled, under threat of withholding of appropriations, to require their crews to join their respective craft unions and pay

tribute to these organizations as a penalty for working on a public contract. In other instances work performed by American Plan workmen has been temporarily rejected by union inspectors, who are supposed to be public servants, in the hope that such action would induce the contractor to replace these men with union members. When it developed that the work installed complied with all ordinance regulations and specifications, the objection was forgotten and the work passed.

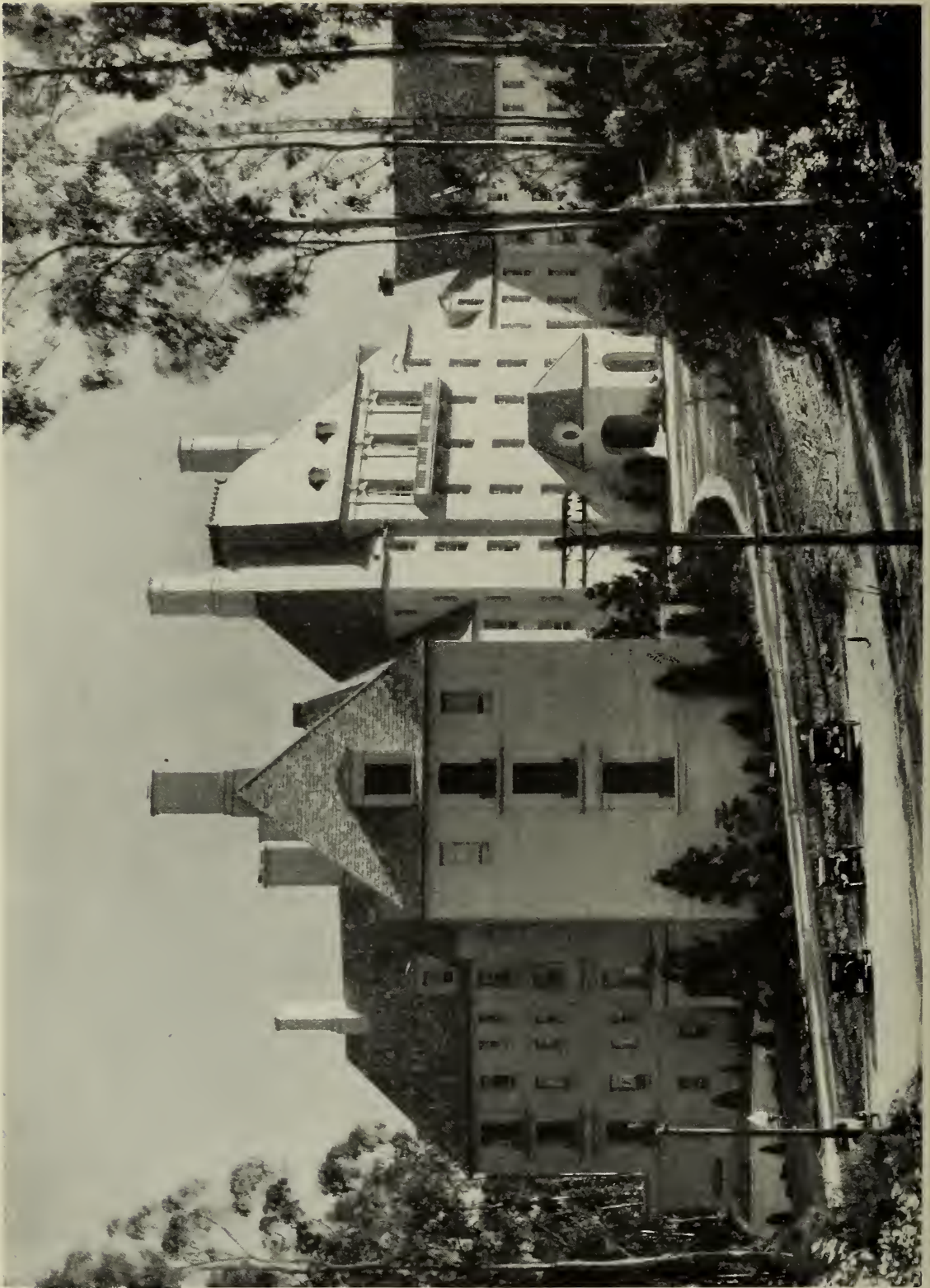
In all such cases it is evident that the unions are more concerned with providing employment for their members and building up their organizations than they are in conserving tax funds or seeing that the moneys held in trust for citizens by public authorities are properly expended and to the greatest advantage. Nothing could be more typical of the classical union viewpoint: Build up the union funds, increase the prestige of union officers no matter what the cost may be and irrespective of ethical principles. Connive with public officials in what is tantamount to malfeasance in office, so long as these ends are attained. Ignore every principle of fundamental decency on the part of officials; aid in the destruction of their moral fibre; introduce them to the path that leads to graft and corruption—all of these are justifiable so long as the union officers can build bigger unions and higher fences around their own jobs.

Extent of the Five-Day Week

STATISTICS presented at the last convention of the American Federation of Labor relative to the five-day week indicate that 533,000 union workers have obtained the shorter week. In connection with these figures it is of interest to note that approximately 405,000, or 76 per cent, are in the various building trades unions, that 58,000 more, or 11 per cent of the total, are in the needle trades workers' organizations, and that the balance of slightly in excess of 70,000, comprising 13 per cent of the total, are found in a variety of miscellaneous trades and occupations. One interesting and illuminating group which has served to swell the total by its inclusion is that of the teachers, numbering slightly over 7,000, affiliated with the American Federation of Labor through the American Federation of Teachers. As the teachers have enjoyed the five-day week for far more years than the American Federation of Labor has been in existence, the propriety of including this group may be questioned,

although the accuracy of the statement is not subject to a similar objection.

Almost 35 per cent of the workers enjoying the five-day week are found in New York, with New Jersey, Illinois, Pennsylvania, Ohio, Massachusetts, California and Missouri following in the order named. It is claimed that 19,000 workers in California affiliated with organized labor now enjoy the five-day week. This is slightly in excess of 3½ per cent of the total. As all of the building trades mechanics in San Francisco are listed as enjoying the five-day week, although many of them are not, and since the number affiliated with the building trades unions here comprises a substantial portion of the total reported from California, a serious cloud is cast on the accuracy of the entire statement. It must be stated in fairness, however, that many thousands of workers are now employed on a five-day-week basis and that in the building trades particularly the five-day-week movement has made considerable progress.



CHRISTIAN SCIENCE BENEVOLENT SANITARIUM, CONSTRUCTED UNDER THE AMERICAN PLAN.

The Federation Considers Unemployment

A FRIGIDITY compared to which the temperatures at the South Pole would have been considered as almost tropical, marked the attitude of the last convention of the American Federation of Labor on the proposals that that organization should support a resolution in favor of compulsory unemployment insurance. While it is stated by competent observers and close followers of the Federation that this is merely a reiteration of its historical attitude, the fact remains that in the face of one of the most serious depressions in American history and at a time when millions were unemployed, the convention of America's largest group of organized workers could do no more than tilt with weak lances at the unemployment insurance proposal.

While the Federation in its report stresses the point that any insurance proposal should be voluntary and raises innumerable objections to the plan, it finally permitted itself to satisfy the vehement supporters of a compulsory insurance proposal by appointing a committee to investigate the subject. One may be sure that the attitude of the Federation as expressed in the past will not be departed from in any radical manner by the report of this committee when it is rendered to the next convention of the Federation.

Quite outside of any question as to the merits or demerits of a plan for compulsory unemployment insurance, it may be fruitful to consider what are the actuating motives of the Federation in frowning upon any proposal of this character. In the first place it may be taken as axiomatic that fundamental economic considerations are not the chief moving force. Nor is it altogether to be supposed that a deeply rooted and sincere concern over the social consequences arising from a compulsory insurance plan were of primary importance. Rather must the motivation which directed the Federation to assume the attitude which it does be traced to more human feelings and more selfish motives.

It is well recognized by all students of trade union technic that one of the strongest and most powerful magnets which have attracted men to affiliate with unions in the first place, and to retain them permanently as members after affiliation, has been the insurance benefits which the various unions have offered. While these benefits of themselves do not represent large nor substantial sums of money, in few instances only exceeding \$1,000 in value, they

are deeply cherished by the union workman since their ultimate payment is certain and this certainty contains a real measure of assurance, as does any form of life insurance.

It is this cementing bond of the unions' benevolent features which, apparently, the members of the Federation are fearful will be dissolved if other insurance programs outside of union control and emanating from other sources become a generally recognized feature of our American industrial life. Just as the unions oppose bitterly all suggestions for the adoption of group insurance, since they feel that this new bond definitely tends to weaken or destroy connections with the union itself, so with equal vehemence and force will they argue against any insurance plan which would have a similar effect.

It is known, for example, that the unions were bitterly opposed to the adoption of a minimum wage law for women because of the fear that the minimum wage would engender an economic complacency and that this in turn would militate against union organization of women. By the same chain of reasoning many union officials were antagonistic toward the adoption of any compulsory workmen's compensation act, since it was felt that this, too, would tend to destroy the interest which workmen would take in union organization.

It may safely be assumed, therefore, that the American Federation of Labor will continually and consistently oppose any compulsory plans of amelioration of economic conditions through the action of public agencies and will attempt to make it appear that this opposition is based upon high motives of social and economic welfare. On the contrary, this opposition is almost exclusively based on a process of rationalization on the part of the union officials and is predicated upon a program of expediency which will continue to oppose and fight bitterly any proposal, irrespective of how desirable it may be, that threatens for a moment the vested interests, the prerogatives and the entrenched privileges of the Federation and its officers. That no progressive and far-seeing program to aid workers in industry can flow from an organization with such a narrow and medieval outlook is obvious. American workers and American industry must still rely on the skill, the intelligence and the genius of the individual to create a constantly increasing standard of life and a steadily enlarging economic horizon.

Whose Ox is Gored

TO THE International Bridge & Structural Iron Workers' Union a contract is a binding legal instrument and enforceable at law when its violation adversely affects members of the union, but it is only a scrap of paper when its violation by the union would further the interests of its members. This is the only conclusion which can be drawn from the recent developments in the structural iron situation in Kansas City and New York. In the former community the Structural Iron Workers' Union was a party to a contract providing for inauguration of the five-day week and wage stabilization for an extended period. With a sudden demand for the services of iron workers on account of a large building program, the moment appeared to be opportune to force up iron workers' wages; so the officials of the union flagrantly ignored the existing contract, ordered its men out and kept them out until the demands had been met. The signing of the original contract, its repudiation by the union, the strike and the return to work of the men at the increased wage, all took place within a matter of a few weeks.

Contrast this with the situation in New York City. Here in the borough of Manhattan, members of the Structural Iron Workers' Union have had to accept open shop employment for almost a quarter of a century. As reported in a previous number of the AMERICAN PLAN BULLETIN, the iron workers attempted to use the erection of the Empire State Building, the world's tallest structure, as a lever to force acceptance of closed shop conditions on structural work in the metropolis of the Nation. When a memorandum was drawn up in an effort to settle this controversy, and when the union failed completely to meet certain reasonable requirements of steel-erecting employers in New York, the negotiations were terminated.

Now comes the iron workers' legal staff on November 21st and sues the Structural Steel Board of Trade, representing New York steel erection employers, in the sum of \$3,500,000. The union contends that the memorandum was unconditional and binding and that the erectors had no recourse other

than to attach their signatures to the form of contract subsequently prepared. The contract was never signed, however, and the lawsuit now results.

But the union goes considerably farther than the mere filing of a suit for damages in the civil courts. It has also made application for an injunction which, if issued, would prevent certain steel erectors in New York City from employing any but members of the International Bridge & Structural Iron Workers' Union. Thus, once more, the injunction which the American Federation of Labor is attempting to outlaw through the medium of the Shipstead-LaGuardia Bill in Congress is invoked by an important constituent union to force employers to hire none but its own members.

Hardly an instance is known when any court in the land, whether Federal or State, has issued an injunction forcing union men to work for a particular employer or group of employers. Injunctions have almost invariably required unions to refrain from performing acts of sabotage and violence, from interfering with non-union workmen attempting peacefully to pursue their occupations, or from ordering union workmen to refuse to handle certain materials. Even this is invariably characterized by union propagandists and apologists as "industrial slavery." To force an employer to employ only members of the union is, however, euphemistically called "industrial democracy."

Sincere friends of industrial liberty have always maintained that a contract is a contract, no matter what the results of its observance may be, but to maintain that a contract prepared by one party which is unacceptable to the other, which has never been signed, upon which there has been no meeting of minds, and which contains matter repugnant to one party, is a contract and enforceable, is as serious a stretching of the laws of contract as it is of the laws of logic. It is so typical, however, of union reasoning that it is only astounding to those who are uninformed as to the illegality of the majority of labor organizations.



Carpenters Upset Jurisdictional Cart

NOTHING has done more to throw discredit upon the entire cause of unionism than the jurisdictional disputes which have for many years marked building trades activities in closed shop union communities. These inter-union struggles involved stoppages of work, huge losses of wages to mechanics, equally large or larger losses to contractors and owners. They have engendered the bitterest animosities between unions, not infrequently followed by violence of the most serious character with unionist arrayed against unionist. In the past they have been the subject of innumerable union conferences and inquiries and have resulted in the establishment of definite machinery for their settlement on at least two occasions.

For a number of years the National Board of Jurisdictional Awards, consisting of representatives of contractors, unions and architects, rendered decisions in the case of jurisdictional disputes, allocating particular phases of building trades construction to the different crafts. All too frequently these awards were repudiated by one or another of the unions involved in the controversy, although in some instances, at least, they were accepted and tended to maintain peace as between union organizations.

When, however, as the result of a jurisdictional dispute between carpenters and sheet metal workers over who should set metal trim, the Board awarded this work to the sheet metal workers and the carpenters refused to accept this decree, the death warrant of the National Board of Jurisdictional Awards was signed. As a protest the carpenters seceded from the Building Trades Department of the American Federation of Labor and only re-affiliated with that organization when their demand that the Board of Jurisdictional Awards should be sabotaged was accepted by the Federation itself.

For two years or more no machinery existed for the composition of these inter-union struggles. It was not until the spring of this year that effort was again made to compose the differences between the claims of the several unions and to develop a plan which might protect contractors and owners. As the result of a series of extended conferences in which contractors and unions were represented, a new procedure and a new machinery were set up when a so-called Board of Claims, representing the various interested parties, was established. It only remained for the Building Trades Department of the

Federation to ratify the agreement at its annual convention in October to make it effective.

The new procedure was hailed as a wonderful and marvelous achievement which would redound to the benefit of contractors, workmen and the public. It was blazoned forth in the labor press and in extensive news releases that the new arrangement banned the jurisdiction dispute for all time and that organized labor had taken the most important forward step in many years.

Hardly had the fanfare of trumpets announcing the establishment of the new mechanism died away and scarcely had the ink on the signatures of ratification of the agreement dried, when the jurisdictional waters were again muddied up by the irreconcilable United Brotherhood of Carpenters and Joiners of America. The carpenters, having again withdrawn from the Building Trades Department of the Federation, apparently insisted on demanding their pound of flesh in order to obtain their own terms for adherence to the new plan.

The whole nasty mess was brought to light at the Toronto convention of the Federation. A lengthy resolution was introduced by M. J. McDonough, as president of the Building Trades Department of the Federation, severely condemning the carpenters; outlining a number of cases in which it was claimed that the carpenters had taken action prejudicial to the interest of other building trades unions; charging them with raising jurisdictional questions which weakened the militancy and tended to break down the morale of organized building trades mechanics; and specifically charging them with the most heinous of all union offenses, namely that of aiding a contractor in securing an injunction against other building trades crafts.

The final resolution summing up the demand of the Building Trades Department and the complaint against the carpenters' organization read as follows:

"Resolved, That this convention notify the Brotherhood of Carpenters through the officers of the Federation that they must cease infringing on the jurisdiction of the various International Unions who are affiliated with the American Federation of Labor, at once, and to obey the decisions handed down by the Building Trades Department in favor of the respective International organizations, failure on their part to carry out the decisions of the Convention, that the penalty be invoked in accordance with the laws of the American Federation of Labor."

Commenting upon the resolution, the editor of the carpenters' magazine, in the issue for December, says in part, "The delegate from the Building Trades Department introduced the following resolution, for what reason we do not know, as it contains many inaccuracies and misstatements . . . Evidently this resolution was introduced to embarrass the officers and members of our organization."

The convention of the Federation followed its customary procedure of refusing to take any action which would in any way jeopardize either the officers of the Federation or its income. Specifically this policy consists of never attempting to discipline any international union which pays a substantial per capita tax. The entire matter was therefore referred to the Committee on Adjustment, which rendered a report on the matter which concluded in the following words:

"Your committee realizing how essential it is that a spirit of co-operation should prevail in this important Department [the Building Trades Department] recommends that the Executive Council make an effort to compose the existing differences."

That the report of the committee was unanimously adopted goes without saying. It also goes without saying that the Executive Council of the

Federation with its characteristic ponderous dissimulation will call a well-publicized conclave and eventually do absolutely nothing. For although labor can demand and command and order and coerce, can bludgeon and drive those who are outside of its fold, its highest authority is powerless to impose its will upon its own membership.

Whatever may happen, however, to the Building Trades Department of the American Federation of Labor and the carpenters in the present controversy is of small concern to San Francisco builders. Jurisdictional disputes here are unknown and have been unknown since the advent of the American Plan. These most costly and inexcusable of union controversies are purely the product of closed union domination and control of the building industry. So long as San Francisco continues to operate on the American Plan, construction here will be undisturbed by these inter-union struggles. But as surely as the inevitable progression of the tides, they will again become a regular feature of building construction the moment the building trades unions are again able to enforce effectively their demands. The only protection against the jurisdictional strike, as against the other arbitrary and uneconomic union practices, is a rigid adherence to the American Plan.

Capone Makes a Proposition

Recently Al Capone, called by "Time" the Number One man of the United States underworld, made an offer to the public authorities of Chicago. He said, in substance, that if the police and prosecuting authorities would take their hands off his various liquor racket activities he would withdraw from his affiliation with various union racketeering organizations. Two phases of this offer are of peculiar and unique interest. That Capone, in his effrontery, could imagine that public officials in Chicago would accept his proposal speaks worlds for his contempt of public authority and the low opinion in which he holds it. Quite as important is the free admission on his part that he has established control of important union organizations and that these union rackets which had previously been self-contained have now become a recognized cog in the Capone machine.

This statement, taken along with the panicky appeal of the building trades union leaders in

Chicago that their organizations be saved from racketeering control, is ample evidence to the informed that the Chicago situation has not changed materially in character but only in the personnel of its directorship. As previously pointed out in another issue of the AMERICAN PLAN BULLETIN, the chief concern of the union leaders in Chicago who have been the personal beneficiaries of the racket is that the past perquisites and honorariums of office will either have to be shared with Capone and his henchmen or will be lost entirely.

Whenever the American Federation of Labor and the unions which comprise it reach the determination to have done with high-sounding economic platitudes, to cease protecting union officials who are guilty of practices outside the law, and substitute therefor a resolute determination to clean their own house, they will be accorded that place in industrial life in the United States to which their sincere leaders and friends aspire.

An Analysis of Racketeering

SAYS The Employers' Association of Chicago in its recent issue of its Service Letter to Members, "Racketeering, almost in its entirety, is the inescapable outcome of collusion between lawless leaders of organized labor and the equally lawless leaders of organized business." The Employers' Association has for some time assumed the leadership in connection with the attempt being made to arouse the public authorities and others in Chicago to the necessity of ridding that community of a small group of racketeers recruited in many instances from the ranks of the organized labor movement in Chicago.

Continuing its analysis of the situation in that city, "The Employers' Association Bulletin" says: "The following statistics dealing with the indictment and trial record of leaders of organized labor in Chicago during the last decade are interesting as indicative of a quality of leadership upon which the structure of racketeering has been built. They prove that organized labor in Chicago has remained under the leadership of men whom the State of Illinois and the United States Government have had constantly to bring before the bar of criminal justice; . . . organized labor for many years has countenanced within its own ranks a type of labor union leadership that no self-respecting organization would tolerate."

It then goes on to list the charges made in the indictments voted. Its tabulation shows that the representatives of 57 different unions, totaling 131 individuals, were involved in 342 separate indictments, of which 300 were brought in the State courts and 42 in the Federal courts. It is interesting to note that of these indictments practically two-thirds, or 211 to be exact, involved charges of conspiracy. Third in size in the list of indictments were those for murder, numbering 23. But one case in the Federal courts involved the violation of the Prohibition laws. The fact that over 200 cases involved conspiracy indicates clearly the nature of the efforts of these racketeers and their attempt to use the power of organized labor in order to coerce employers to obey their orders.

As indicating the effectiveness of the appointive Federal judiciary as compared with the elective State courts, and the ability of organized labor to extend its long arm into the judicial halls, it is illuminating that in but 29 of the 300 State court cases was a conviction secured, while 20 of the 42 Federal in-

dictments resulted in either a plea of guilty or the conviction of the defendant.

As indicative of the attitude of the Illinois State Federation of Labor, dominated of course by the Chicago unions, toward such violations of law by union officials, an excerpt from a petition for pardon forwarded by the Federation to Governor Small, is of interest. In this case the president of the Chicago Flat Janitors' Union and nine members of that organization were convicted of conspiracy to extort money. The sentence was affirmed by the Supreme Court of the State of Illinois. That the petition for pardon fell on fertile ground is evidenced by the fact that Governor Small, since retired from office, granted the pardon before any part of the sentence was served. Something of the cynicism which marks the attitude of many union officials toward the law is clearly brought out in the petition, from which the following is taken:

"We respectfully represent to your Excellency that the above-named persons are officers in the Chicago Flat Janitors' Union, and that the offense for which they were convicted was for the doing of acts in the *performance of their duties* as officers of the said Union, and as applied to a Union, *was of an impersonal nature*, and in proceeding upon lines that are claimed by the great Labor Organizations of the United States as *justifiable and not properly construed as an offense against any law*. This belief of individuals working in the Labor Movement is an *honest one*, and entering into the question of intent, *makes defendants innocent in morals, regardless of what courts may say as to their being guilty under the law*."

While San Francisco and the Bay area have been extraordinarily free from similar racketeering activities, this condition has only been made possible by the vigilance of public authorities and the weakened condition of organized labor in this district. It is stated on competent authority that the pressure on the racketeers in Chicago and other Eastern communities is becoming so hot that longing eyes are being turned to California as a fruitful field for future campaigns.

It has been rumored on at least two occasions that the notorious Al Capone had made a brief stop in San Francisco and had also been a visitor in Los Angeles. Possibly he was surveying the local possibilities. Should the efforts to control racketeering in the East and Middle West be successful, it is

evident that the racketeers are not going to abandon their easy life but rather will turn to other communities where the stakes may be smaller but the security apparently greater.

Only a resolute determination on the part of public officials and business men in San Francisco can prevent these parasites from fastening themselves upon our community.

Trade School Work Praised

High praise for the work being done at the Industrial Association's Trade School for Painters & Decorators was expressed by an important group of master painters who visited the school on December 10th. Included in the group was a well-known master painter from southern California who has done some of the most important decorating in the vicinity of Los Angeles. He stated that had he not seen the results obtained, he would not believe it possible to produce in a school the fine creative work and the high degree of artistry which were shown.

Among those at the meeting were: Mr. Fred Kiesel, president of the State Association of Master Painters & Decorators; Mr. Robert Postler, president of the Master Painters & Decorators Association of San Francisco; Mr. Herbert E. Brace, chairman of the San Francisco Master Painters Apprenticeship Committee; Mr. M. Cohn, treasurer of the State and San Francisco Associations, and Mr. Frank LaTorres, secretary of the San Francisco Association. In addition many members of the executive boards of both the State and local associations and Mr. Harry Jordan, the president of the Golden Gate Paint Club, were present.

Our New Dress

With this issue, the AMERICAN PLAN BULLETIN appears in an entirely new form, both as to its external appearance and its internal makeup. Since the publication of the first number in July, 1922, and until this issue, it has not materially changed. It has been felt for some time, however, that the form of the BULLETIN did not adequately express either the story which it had to tell or the Association for which it was the organ.

It is hoped that the new AMERICAN PLAN BULLETIN may be considered both from the standpoint of its content and its appearance as a publication which is not unworthy of taking its place in office or library with other representative magazines touching on the vital and moving currents of American life.

It is planned for the future that the BULLETIN will tell pictorially on its cover and in its pages a running story of San Francisco's industrial, commercial and civic development. Its columns, as in the past, will be devoted to a discussion of such outstanding developments in industrial relations in the United States as have appeared on the economic horizon during the months intervening between issues.

The Industrial Association desires that the new AMERICAN PLAN BULLETIN shall attain the widest possible circulation, and it therefore solicits executives in business concerns already on the mailing list who would like to receive an individual copy to communicate with the Association.



OFFICERS AND DIRECTORS

OF THE

INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

PRESIDENT :

FREDERICK J. KOSTER

VICE-PRESIDENT :

J. E. CUSHING

SECRETARY :

SAMUEL LILIENTHAL

TREASURER :

J. W. MAILLIARD, JR.

MANAGING DIRECTOR :

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER
Alexander & Baldwin, Ltd.

J. B. BRADY, Gen'l Mgr.
Pac. Coast Div., U. S. Rubber Co.

COLBERT COLDWELL
Coldwell, Cornwall & Banker

J. E. CUSHING
Vice-Pres. and General Manager
American-Hawaiian Steamship Co.

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

S. S. KAUFFMAN, Pres.
H. S. Crocker Co., Inc.

GEO. W. KELHAM
Architect

A. EMORY WISHON, Vice-Pres. and Asst. General Manager
Pacific Gas and Electric Co.

ROBERT A. KINZIE
Mining Engineer

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

SAMUEL LILIENTHAL, Pres.
Haas Bros.

J. W. MAILLIARD, Jr.
Mailliard & Schmiedell

ATHOLL McBEAN, Pres.
Gladding, McBean & Co.

F. S. MCGINNIS, Vice Pres.
Southern Pacific Company

RICHARD S. SHAINWALD, Pres.
The Paraffine Companies, Inc.

INDUSTRIAL CONFLICT is the greatest waste in industry. It not only delays production and diminishes it, but its most hurtful results are inflicted upon the lives and spirits of men and women. We can measure its productive losses in unmade goods and unearned dollars, but incalculable is its needless toll of suffering.

—*From President Hoover's Radio Address of November 8, 1930.*

The American Plan



T

Vol

S^A
n

music i
Rotat
to bec
playm
the spe
involve
and ge
rated b
ends d
appear

The
tion's a
gratify
from o
but co
tas be
actuate
obvious

Wh
cison
leaders
sort of
gram?
meet th
conditi

Thre
thrown
the bui
activity
The hi
and pra
states v
mand fe

THE AMERICAN PLAN

Published by the Industrial Association of San Francisco

"FOR SOUND INDUSTRIAL RELATIONS"

Published Bi-Monthly, Alexander Building, San Francisco

SUBSCRIPTION PRICE \$0.25 A YEAR, INCLUDED IN ANNUAL DUES

VOLUME X

MAY, 1931

NUMBER I

Building Trades Wages to Be Maintained

SAN FRANCISCO building trades wages as established by the Impartial Wage Board will be maintained. San Francisco mechanics in this basic industry are to be assured against exploitation. Rotation of jobs, during this period of depression, is to become a regular feature of building trades employment, to free as many workmen as possible from the specter of economic want. An intensive program involving the co-operation of owners, architects, and general and sub-contractors has been inaugurated by the Industrial Association to attain these ends. Such was the tenor of full-page advertisements appearing in all local papers on April 28.

The response of the community to the Association's announcement was instantaneous and highly gratifying. With the exception of a lugubrious wail from one or two disgruntled labor officials nothing but commendation for the Association's position has been received. That these labor leaders are actuated more from jealousy than conviction seems obvious.

What was the situation which led up to the decision of the Industrial Association to assume the leadership in the matter of scale maintenance? What sort of backing has it been able to secure for its program? What form of organization has it built up to meet the problems growing out of the depressed condition of the building industry?

Three years before the specter of depression had thrown its shadow over the entire civilized world the building industry had reached the peak of its activity and had begun to show a decided decline. The high point of building both in San Francisco and practically all other large cities of the United States was reached in 1926. Since that time the demand for building has steadily declined. With work-

ers still available to meet the peak requirements, the supply of mechanics in every trade rapidly outstripped the demand. Jobs became fewer and more difficult to obtain. Competition between contractors for jobs and between mechanics for employment became more and more acute. Workers faced with want and contractors faced with the threat of business extinction became the rule rather than the exception.

When to the already serious conditions in the building market there was added the incubus of the general depression, a new series of problems was created. Workers began to offer themselves to employers surreptitiously at daily wages less than the prevailing scales and unscrupulous contractors began to accept these offers. The demoralization which had already manifested itself in the building business became so serious, in fact, that contractors were no longer able to compete on the basis of quality and service but had, of necessity, to compete purely on a basis of a catchpenny competition.

In San Francisco the building trades wage scale, first established by the Impartial Wage Board in 1921 and which has been controlling in the building industry since that time, was seriously threatened. Existing investments in building construction were likewise threatened. Investors' confidence in the stability of the building market was completely shattered, with the result that the already diminishing volume of building was still further reduced through unwillingness on the part of investors to proceed under what they believed might be a rapidly falling market. Pledges which the community had taken looking toward the protection of mechanics under the American Plan were likely to be ignored or forgotten. Building trades laborers in

San Francisco were faced with the possibility of most ruthless exploitations.

The Industrial Association, mindful of the obligations which it had assumed when the business community of San Francisco placed in its hands the responsibility for the maintenance of the American Plan, determined to examine the entire situation in detail, to explore the various possibilities and to attempt to work out a course of action which would meet the pending crisis. It therefore requested a group of the most representative business men in San Francisco in all important industrial and economic fields to meet and advise with the Association as to the best policy to pursue under the existing conditions.

This meeting was held in the offices of the Association on February 9th. It is probable that no more representative group of the community's business leaders had ever been assembled. Bankers, retailers, wholesalers, operators of great utilities, investors, owners of buildings and representatives of a variety of other business fields were here drawn together. The problem was placed before them without attempting either to gloss over the critical aspects of the situation or to exaggerate its importance. Expressions of opinion from these supposedly hard-headed and unemotional men were asked for. Without a dissenting voice this business group decreed that the Industrial Association must use every resource at its command in order that the building trades wage scale as established by the Impartial Wage Board be maintained.

It was pointed out first that the entire community had assumed a solemn obligation and had taken a binding pledge that the establishment of the American Plan in the building trades would not be permitted to mean a destruction of reasonable and proper standards or an exploitation of workers. This pledge was no gesture but rather a solemn affirmation on the part of the community as to its responsibilities.

It was next pointed out that building trades mechanics had already taken a fifty or even sixty per cent reduction in annual earnings through the decrease in opportunities for steady employment. In this connection it was stated on competent authority that, whereas during the peak of building construction a mechanic could be assured of eighty to ninety per cent of possible full time employment, the average now would not exceed thirty-five per cent under present conditions. A good daily wage, it was stated, was not the criterion by means of

which to judge the building mechanic's economic situation, but rather the average possible annual earnings. Eighty or ninety days of employment at \$10.00 per day spread throughout a year was a pitifully small income for a mechanic with a family.

Those with experience in the building industry next expressed the opinion that it had been proved over many years that a reduction in the daily wage of building trades mechanics would not stimulate building but would, on the contrary, tend still further to diminish the volume of building. Demand and supply of available building space of the various classes, it was pointed out, were the determining factors in the volume of construction rather than the price at which the work was performed. These building owners and investors further voiced the conclusion that the increase in efficiency of the workers due to the shortage of available employment had already created a standard of output which had tended materially to lower building costs. The conclusion was also reached that a reduction of wages would still leave legitimate contractors open to the unfair competition of unscrupulous contractors who would resort to cutting of the wage scales. Finally, it was pointed out that a reduction in the income of building trades workers could only produce a more serious extension of the depression, as the reduction in buying power would impair the economic vitality of the entire community.

Proceeding under the express authorization of this representative and important group and with assurances of active support in any program which the Industrial Association might decide upon for the maintenance of the scale, the directors of the Association began to work out the details of a plan which, it was believed, would tend to stabilize and improve conditions in the building trades. A series of meetings was arranged with general contractors for the purpose of gaining the benefit of their long experience and of counseling with them as to the best method of proceeding on the program on which the Association had embarked.

The first group of general contractors with which the Association conferred outlined a program which formed the basis of all future discussions and which has been the cornerstone on which the entire plan has been constructed. These general contractors agreed that no effort which confined itself to the general contractors alone could possibly be of value. They agreed that all important sub-trades must eventually be embraced in the plan and that some

reciprocal responsibility and relationship must be established between general contractors and sub-contractors in order to make the scheme effective.

Certain broad general principles were initially agreed on. These were that assurance of stability in the building industry was of value and would tend to stimulate construction; that the payment of varying wage scales by contractors destroyed legitimate competition and tended toward still further reductions and still further demoralization; and that confidence in the building industry could only be obtained through a plan for wage stabilization.

After prolonged discussion the following five points of understanding were agreed on and it was determined to present these points of agreement to as wide a group of general contractors as possible and to develop similar programs among representative sub-contractors. These points were:

1. That at any time the auditors for the Industrial Association may inspect their books, payroll and other documents and records in order to guarantee that the Wage Board scale is being observed.
2. That in order to guarantee the payment of the Wage Board scale on future work, bids would only be taken from sub-contractors who had pledged themselves to pay the scale, lists of such sub-contractors to be supplied to the general contractors by the Industrial Association.
3. That on all work the ratio of apprentices to carpenters should not exceed one apprentice, helper or improver to each four journeymen carpenters paid at the rate of \$9.00 per day.
4. That a clause be inserted in all sub-contracts calling for payment of the Wage Board scale.
5. That, so far as practical, contractors present agree in principle to the plan of rotating jobs among all workers employed by them in order that the maximum number of workers may be given employment.

This plan, to which some sixty general contractors have now pledged themselves, is self-explanatory with the exception of two points. The necessity for establishing a ratio of apprentices to journeymen is not generally appreciated by those not in contact with the building field, and the suggestion for rotation of employment offers opportunity for misunderstanding.

The Association has learned as the result of sur-

veys which it has conducted that some contractors have attempted to decrease labor costs on their jobs by employing, for example, a few carpenters as lead men and have then filled up the balance of their crews with men whom they have classified as improvers and helpers and to whom they paid less than the recognized scale. In a few instances these men are actually entitled to be rated as apprentices, but in a majority of the cases it was discovered that this was merely a sharp device for the purpose of evading the express provisions of the Impartial Wage Board scale. It constituted, in short, a wage reduction by indirection and a definite exploitation of workers.

The ratio of one apprentice, helper or improver to each four journeymen was believed by all contractors participating in the discussions to represent a fair proportion. It permits bona fide apprentices to learn the trade and at the same time establishes a regulation which can not be taken advantage of by one employer in estimating work at the expense of his competitors.

The provision in regard to the rotation of crews is a suggestion only. Although it has already been adopted by many of the general contractors, others have felt that it was impractical and have only attempted to adopt it in a very limited way. It was generally felt that it would be more desirable to distribute the available work among as many competent mechanics as possible rather than to confine it to a few mechanics who were fortunate enough to be more permanently employed. The plan which has proved the most feasible and which is now being followed by a number of general contractors is to employ crews for alternate periods of two weeks on and two weeks off, leaving foremen and sub-foremen, superintendents and men occupying executive positions unchanged during the course of the construction project.

During the period that subsequent meetings were being held with general contractors, groups of sub-contractors in various trades were brought in and the Association's plans outlined to them. The response to the Association's suggestions were, practically without exception, most gratifying. Sub-contractors all recognized the fundamental weaknesses and injustices in the existing situation and were only too anxious to discover some means through which the disparity in bidding conditions could be corrected and stabilization in the industry achieved.

Regulations similar to those established by the

general contractors but modified in order to be adaptable to the peculiarities of each trade were set up for important sub-contractor groups. A number of special devices were also designed to meet the problem of the sub-contractor.

Possibly the most interesting of these devices is that developed in the plastering trade through co-operation among the master plasterers and the Plasterers' Union and the Industrial Association. In order to guarantee that no plasterers would be employed at less than the Wage Board scale, decision was reached to open a joint placement bureau from which both union and non-union men would be sent out and from which all master plasterers parties to the agreement must obtain their workmen. This plan was entirely acceptable to the master plasterers and was, it was felt, one of the most valuable and important contributions toward the solution of a very difficult problem.

More and more during recent years plastering has tended to fall into the hands of certain racial groups, most of them foreign born. Information as to what was being paid to such mechanics was extremely difficult to obtain on account of diversity of languages. Decision to employ men only from the joint placement bureau would, it was felt, tend to

break racial and family groups of plasterers, employment would be provided to all competent workmen, and proper wages and reasonable conditions would be guaranteed.

While much still remains to be done in connection with the Association's wage enforcement program, the progress which has been made up to the present time indicates that the plan which has been developed is having the desired results. Although there has not been any improvement in the actual volume of construction, and while this, of course, is not to be expected immediately, the general tone of the industry has been vastly improved and both contractors and workmen have been encouraged. So enthusiastic are contractors over the plan that many of them have stated that the Association's proposals represent the most constructive forward step which has been taken in the building trades in San Francisco in a quarter of a century.

One thing the movement has demonstrated above everything else. San Francisco has a definite community conscience. Its pledges are binding, and it will continue to do everything in its power to assure that the exploitation of workmen under the American Plan will not be countenanced in this community.

Legislature Considers Unemployment Insurance

IT APPEARS likely that the 1931 session of the California Legislature will almost set an all-time record for at least two things.

Only once before in the history of the State have so many bills been introduced, and never before have so many bills designed to hamper and restrict legitimate business and industry been presented at a single session. Before the legislature had adjourned for the thirty-day constitutional recess more than 2900 bills had been presented for consideration to the two houses. In addition a considerable number of amendments to the constitution and the customary batch of resolutions had been offered.

The usual group of bills sponsored by organized labor put in their appearance this year as in past legislative sessions.

Five injunction bills were presented in each

house. These bills constitute the most far-reaching effort for anti-injunction legislation which has ever been attempted in the State.

A large number of amendments designed to extend the scope of the Workmen's Compensation Act were sponsored by the labor group.

The bill making illegal the individual employment contract under the terms of which a worker agrees not to become a member of a labor union while employed by the employer requiring the contract again put in its appearance in both houses.

Bills designed to make more costly electrical line installations by power companies and providing for the employment of additional workers; bills of various kinds limiting the length of trains; amendments to the State Anti-Trust Act; bills affecting the employment of motion picture operators, so as

THE AMERICAN PLAN...

to require more men in each operating room; and a host of other measures designed to increase business costs and to provide more jobs, crowded organized labor's list of approved measures.

The most far-reaching measure, however, and the one which has not before made its appearance, is a bill to provide a system of unemployment insurance. This measure, which is also sponsored by labor in California, closely follows the model bill prepared by the American Association for Labor Legislation. Its general features provide for the establishment of reserves from which unemployment benefits can be paid through joint contributions of employers and employees.

Under the bill employers are to contribute not more than two per cent of the total pay roll and labor is to pay one per cent. From these funds thus accumulated unemployment benefits are paid after a minimum waiting period, the amount varying with the social status of the unemployed worker. Single workers are to receive less than married workers and a certain allowance is provided for dependents. Elaborate control features are established in the act in order to prevent unworthy workers from receiving benefits to which they are not entitled. In addition, machinery is set up for supervisory committees in the various major industrial activities, these being charged with the responsibility of attempting to minimize the extent of unemployment.

One of the important features of the act relates to the segregation of the funds contributed by each industry. Payments to the unemployed in any industry are limited by the resources of each of these separate industrial funds. The amounts set forth in the act for unemployment benefits are to be considered as maxima, which may be reduced if any of the funds are threatened with insolvency in case maximum payments are made. It is argued by the proponents of this measure that the establishment of these individual industrial funds, with credits allowed in the act for favorable experience and for tangible efforts which tend to minimize unemployment in any industry, will be an important factor in reducing unemployment and tending to keep it at a minimum. Industries with low unemployment ratios will not have to carry the burden of indus-

tries in which there is a larger proportionate number of unemployed.

The unemployment measure now before the legislature has been the object of serious criticism, and the arguments advanced by its proponents have been bitterly attacked. It is urged that no measure of this character can produce sufficient revenues to prevent insolvency of the several funds and a resultant continued drain on the public treasury in making up deficits. It is further argued that legislation of this character will tend to increase rather than decrease unemployment, as it will operate to place a premium on unemployment, and that proper safeguards are not established to prevent unworthy persons from finding their way on the rolls of those out of work.

The point of view presented by the proponents that there is an analogy between the proposals for the establishment of an unemployment insurance fund and the existing workmen's compensation insurance measure is attacked on the grounds that accidental injury is definitely measurable by statistical and actuarial devices, and liabilities which are likely to accrue can be adequately predetermined. In addition it is pointed out that each individual employer is in a peculiarly favorable position to reduce to a minimum the incidence and severity of industrial accidents. It is urged on the other hand that unemployment is an outgrowth of the interplay of world economic forces over which neither individual employers nor the employers of an entire State have the slightest control. The incidence of unemployment and its extent are therefore entirely beyond the power of the local employer, and the analogy in consequence breaks down completely. Other serious objections are also raised to the measure which cannot be touched on here.

While it seems highly improbable that any unemployment insurance legislation will be adopted by the present session of the California Legislature, it is not unreasonable to believe that measures of this character will be continually pressed from now on. It is believed by far-seeing students of social movements that only a constructive approach to the problem on the part of industry itself will prevent the adoption of some ill-advised and fantastic plan for the setting up of an unemployment insurance scheme.



Association Assures Wage Scale on Federal Work

SAN FRANCISCO will be the first city to enjoy the provisions of the Federal bill known as the Bacon-Davis Act, designed to guarantee that the prevailing scale of wages in a community will be paid on Federal construction work in that community. This bill, one of the series of measures sponsored by the Administration for the purpose of meeting the conditions created by the depression, was passed during the closing week of the last session of Congress and was signed by President Hoover.

Prior to that, the Construction Quartermaster at the Presidio of San Francisco had issued a call for bids for the construction of new officers' quarters involving about a quarter of a million dollars' worth of work. These bids were to be opened on March 25. Originally it was thought that the provisions of the Bacon-Davis Act would apply on this work, but an

examination of the bill as finally passed disclosed that it would not become operative until early in April and that its advantages would not be obtained by San Francisco mechanics unless a postponement of the opening date of the bids could be obtained.

Contact was immediately established with the proper officers at the Presidio, but the Industrial Association was advised that they were powerless to do anything to defer the date on which the bids were to be opened. They further stated that only the Secretary of War had the authority to authorize any change in the conditions; that, in their opinion, it was futile for the Association to attempt to secure a postponement, as this was contrary to the customary practice of the Government.

On March 23 the Association sent the following telegram to Secretary of War Hurley:

HON. PATRICK HURLEY

SECRETARY OF WAR, WASHINGTON D. C.

SAN FRANCISCO, MARCH 23, 1931

CONSTRUCTION QUARTERMASTER FORT MASON WILL OPEN BIDS MARCH TWENTY FIFTH ON QUARTER MILLION DOLLAR NEW CONSTRUCTION AT PRESIDIO SAN FRANCISCO STOP IN VIEW OF LARGE NUMBER OF CONTRACTORS WHO HAVE TAKEN OUT PLANS MANY OF WHOM HAVE NEVER BEFORE DONE BUSINESS IN SAN FRANCISCO IT IS FEARED THAT LOCAL PREVAILING WAGES WILL NOT BE OBSERVED ON THIS JOB STOP WE URGENTLY REQUEST THAT OPENING OF BIDS BE DEFERRED UNTIL PROVISIONS OF BACON DAVIS PREVAILING WAGE SCALE BILL BECOME OPERATIVE WHICH WE UNDERSTAND WILL BE ON APRIL TWO STOP IN THIS WE ARE JOINED BY CALIFORNIA STATE CHAMBER OF COMMERCE SAN FRANCISCO CHAMBER OF COMMERCE GENERAL CONTRACTORS ASSOCIATION AND BUILDERS EXCHANGE AS WELL AS LABOR INTERESTS STOP LOCAL OFFICIALS IN CHARGE OF CONSTRUCTION ADVISE THAT YOU ONLY ARE AUTHORIZED TO POSTPONE DATE FOR OPENING BIDS STOP EFFORTS BEING MADE BY EMPLOYERS AND WORKERS HERE TO MAINTAIN LOCAL WAGE SCALES WILL BE SERIOUSLY THREATENED IF NOT DESTROYED IF THIS WORK SHOULD BE LET TO CONTRACTOR NOT PAYING THE SCALE STOP THESE ORGANIZATIONS FEEL THAT DELAY OF ONE WEEK OR SUCH OTHER TIME UNTIL BACON DAVIS BILL GOES INTO EFFECT SHOULD BE A MINOR CONSIDERATION IN VIEW OF STAND OF THE ADMINISTRATION FOR MAINTENANCE OF WAGES STOP WE MOST STRONGLY URGE YOUR SYMPATHETIC AND IMMEDIATE ATTENTION TO THIS MATTER MOST VITAL TO SAN FRANCISCO

INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

On the following day the Industrial Association was advised that the Secretary of War had given most serious consideration to its request and had decided to instruct the Construction Quartermaster at the Presidio to return all bids unopened pending the date on which the Bacon-Davis Law became effective, so that the local Impartial Wage Board scale could be paid.

Further advices received by the Association indicated that a number of legal difficulties were involved and that a conference of department heads and attorneys sat in Washington for several hours before reaching the conclusion that bids could be returned to the bidders unopened. A new call for bids to be opened on April 16 was subsequently issued.

Both general contractors and sub-contractors, who had submitted estimates on the job, were universal in their commendation of the Industrial Association for securing the necessary action by the War Department. Because of the fact that a large number of out-of-town contractors had figured on this job, some of whom might not have been willing to pay the Wage Board scale and all of whom were not a party to the Association's plan for its enforcement, fear was felt that the job might go to a contractor through a low bid made possible by cutting the wages of workers.

The Industrial Association desires to acknowledge its debt of gratitude to the San Francisco Chamber of Commerce, the State Chamber of Commerce, the Builders' Exchange and the General Contractors' Association of San Francisco for permitting their names to be used in connection with the telegram to the Secretary of War. It particularly wishes to thank the San Francisco Chamber of Commerce for instructing its Washington representative to take up directly with the Assistant Secretary of War in charge of construction activities the problem presented by the Industrial Association. The Association also offers its appreciation to the California State Building Trades Council for the promptness with which it wired its representatives in Washington when its attention was called by the Industrial Association to the problems involved. The Association is deeply indebted to Congresswoman Florence P. Kahn for her co-operation and effective telegram dispatched to the proper authorities at the capital. For the sympathetic, responsive attitude of the War Department the Association can only speak in the highest terms.

The whole incident was an unusual example of all factors in the community and all factions joining in a common purpose largely without dramatic value or interest but of vital importance to workmen and contractors.

Ironworkers Lose in New York

LOCAL Iron Workers are Jubilant; New York Court Enjoins Erectors; Vacated Agreements Held Valid."

Headlines of this character marked the receipt by the labor press of information that Supreme Court Justice William H. Black of New York State had issued a temporary restraining order directed against the Structural Steel Board of Trade of New York City holding that the negotiations between that body and the International Bridge and Structural Iron Workers' Union had resulted in the setting up of a binding contract enforceable at law. Although this case has been touched on in a number of issues of THE AMERICAN PLAN BULLETIN, the facts leading up to the injunction will again be outlined.

For twenty-five years the erection of structural steel in New York City has been conducted through the Structural Steel Board of Trade on an open shop

basis. The wages of iron workers not affiliated with the union and the working conditions which they enjoyed were, during all of this period, equal or superior to the wages and working conditions received by the members of the union.

When the erection of structural steel on the Empire State Building was started and the sub-contractor erecting the steel proceeded to follow the customary policy of all large erectors in New York City and refused to run the job with a crew exclusively recruited from the Iron Workers' Union, the latter organization, through the Building Trades Department of the American Federation of Labor, ordered strikes in a number of communities other than New York on work which was being performed by the general contractor. At this stage in the proceedings ex-Governor Alfred E. Smith of New York, the president of the Empire State Build-

ing Corporation, attempted to intercede in order to reconcile the difficulties between the iron workers and the Structural Steel Board of Trade. Mr. William Green, the president of the American Federation of Labor, was also brought into the negotiations, and a tentative understanding was reached, subject to certain definite assurances on the part of the union, that racketeering practices which had marked the erection of structural steel in northern New Jersey would not be permitted to creep into New York City.

When it became evident that the officers of the union would be unable to show the Structural Steel Board of Trade that any progress could be made in giving these assurances, negotiations were terminated and the Structural Steel Board of Trade announced that it would continue to erect steel as it had during the past years. Following this the union brought suit for damages in the amount of \$3,500,000 and in addition filed an application for an injunction to require the Structural Steel Board of Trade to conform to what the union termed a binding contract and agreement. The application for the injunction was granted.

The contention of the Structural Steel Board of Trade from the beginning was that no actual contract had been entered into. It insisted that all negotiations were contingent upon evidence to be presented by the union that the bona fides of reform which it offered could be accepted at their face value and that steel erectors in New York City could be assured of reasonable freedom from racketeering and the uneconomic practices which have marked the notorious regime of Theodore M. Brandle, a member of the Ironworkers' Union, as the czar of all building trades labor activities in northern New Jersey.

The Structural Steel Board of Trade immediately took an appeal to the proper court, and on the submission of testimony and evidence in the case this court, sitting en banc, unanimously held that no agreement had been entered into; that the injunction was improperly issued; that the Iron Workers' Union was without justification in its contention concerning the supposed agreement, and that the injunction should be dissolved.

The official magazine of the Bridge and Structural Iron Workers' Union hailed the opinion of Judge Black in issuing the injunction as an evidence of the fundamental rightness of the union's cause and as a permanent settlement of the quarter-of-a-century-old dispute in New York City. The story was given

unusual prominence and contained the usual fulsome references to the officers of the union, according to them the full credit and glory for the smashing victory which it was claimed had been obtained. The far more important and controlling opinion of the Court of Appeals, a tribunal freed from local political influence, which considered the case exclusively on its merits, received scant attention, the story being tucked away in an inconspicuous place in the first issue of the Iron Workers' Journal which appeared after the decision had been rendered.

This case is of peculiar interest to San Francisco and to California at this time. A similar struggle between the Iron Workers' Union and local erectors has been going on here for a number of years. Local erectors, convinced of the superiority of the freedom which they now enjoy and recalling only too well the ruthless, arbitrary and uneconomic practices which the Iron Workers' Union imposed upon them before the advent of the American Plan, have refused to surrender their freedom to an organization whose policies are laid down in the East; which produced from its ranks the notorious bombing McNamaras, and whose president is and for many years has been one P. J. Morrin, term server in the Federal penitentiary in Fort Leavenworth for complicity in connection with dynamitings in which the McNamaras were also involved.

The case is also of interest in connection with the injunction bills which are now pending before the California Legislature and which were introduced at the request of organized labor. These bills, if approved, would remove the injunction as a means of relief in all labor disputes, and yet in New York an important union in the building trades turns to the injunction at the first opportunity as a means of forcing employers to conform to its will.

Here is but another evidence of the muddled, inconsistent, opportunist thinking of the so-called leaders of labor. They are willing at any time to resort to the injunction if it affords them an opportunity to impose their will upon employers, but they object most strenuously if the reverse process is employed and the injunction is invoked by employers in order to prevent the will of the union from being imposed upon them.

None can deny that in some instances courts have issued injunctions more drastic in their terms than the conditions warranted. Nor can it be denied that in some instances injunctions have been issued with ex parte hearings and that in such instances injustices may have been done. But not all of such

human and understandable errors on the part of courts piled together could match the record running back over years of intimidation, violence and even murder, of the rankest injustices, of the callous indifference of officials in this union to any consideration except the advancement of their own personal interests and the maintenance of their own clique in office. Their acts in too many instances represent the complete denial of decency and justice while cloaked in the guise of a social movement supposedly designed to establish decency and justice.

San Francisco erectors were heartened and encouraged by the final decision in New York City. It convinced them that the course which they have adopted and which they have pursued in the face of the most serious obstacles is the proper and rightful one. They are convinced that any surrender, any relinquishment of even the slightest portion of what they have gained through years of effort would only constitute the beginning of a regime in San Francisco identical with the notorious practices which have prevailed so long in the structural steel field in

northern New Jersey. They are unwilling to accept the protestations of the iron workers' officials that a new regime has been inaugurated and that the organization is now operated on a business basis. Not only do they have before them the example of the New York injunction where the only purpose of the union officials was to enlarge the membership of the organization, but they recall only too well the violated contracts in Kansas City, the silence of union officials in the face of the New Jersey scandal, and the high place which Brandle still occupies in the ranks of the union. They are convinced that the protestations made by the union officials of a new outlook and a new approach to problems of industrial relations in the structural iron field are only the empty promises of men on the defensive and that once the restraining shackles had again been riveted upon their wrists the union would return to its ancient and notorious practices. They are convinced that safety in the erection of structural steel in the Bay area lies in a reaffirmation of their position to refuse to deal with the officers of the International Bridge and Structural Iron Workers' Union.

Racketeers and Some Labor Leaders

EVIDENCE of the altruism and the lack of selfishness which pervades union technique in these times of racketeering and union organization is contained in a recent dispatch from New York City reporting the indictment of a number of members of the Window Cleaners' Union by a special grand jury. The complaints that were made and heard before the grand jury, charged that men were paid to attack window cleaners, and the evidence was sufficiently conclusive to arouse the strong suspicion that many window cleaners were injured or killed through tampering with belts or other safety devices used in buildings for their protection.

In a statement issued from the District Attorney's office the following appeared:

"The general line of the racketeering appears to be like this: A man or corporation enters a written or oral contract on a building. The concern which had held the contract up to then sends out persons to interfere, or even assault men at work for the successful company, and even sometimes break windows in the building involved.

"There appears to be an association maintaining

within itself an exclusive group of window-cleaning firms. There appear to be labor unions working in conjunction with these firms. It also appears that even labor union men are assaulted when working for firms outside this group.

"Window cleaning under certain conditions is dangerous where the cleaning is done on buildings of great height. The safety of the men depends upon the character of the safety devices supplied them and the way the hooks which are fastened into the walls of the building are held in place.

"Suspicion has been entertained that sometimes those engaged in interfering with others in this work have gone to the extent of tampering with the belt fastenings. Complaints have been numerous and the situation presents one of the many forms of racketeering, as safety seems to depend upon the payment of money to some persons connected with this occupation."

If these complaints in New York City can be finally verified and if the indicted individuals can be convicted, it will only supply additional evidence pointing to the fact that some of those who have

established themselves in responsible positions in the organized labor movement are no longer concerned with the welfare of the workers whose dues pay their salaries and provide funds for their expensive limousines; that on the contrary such contributions are considered to be merely the minor emoluments of office. Tribute which can be extorted from any source, tribute which must be paid in order to avoid injury or even death, tribute that must be poured into the purses of these leaders by those who trust them, these are the points of emphasis in the modern organized labor world.

Thus in New York, window cleaners must pay tribute or face a horrible death. In New Jersey, Brandle, the labor czar, is indicted by the Federal grand jury and tried in the Federal court for falsification of income tax returns and withholding of income tax payments amounting in a single year to more than \$40,000. That the comparatively moderate salaries of lower officials in the labor movement can place a man of Brandle's stamp in a position where his income in a single year would call for a tax of more than \$40,000 is of course incredible and

preposterous. Brandle has not controlled the labor destinies of New Jersey for years for the mere personal satisfaction of wielding an enormous amount of power. Nor have the Rooneys, the Mike Doyles, the Sam Parks, and the others of the vast horde of labor officials who have become enormously wealthy, led their gullible and more ignorant brothers for the mere pleasure and satisfaction of leadership.

The stakes are incomparably high, the rewards enormously great. And while these leaders mouth their well-learned jargon about higher wages and shorter hours, they are accepting the traitor's thirty pieces of silver not once but over and over again. The average union member is as powerless to remedy the situation as is the average citizen to correct the ills in our political life. Too often labor unions are vast and well-organized political machines dominated by master politicians in the union field and directed toward the purpose of all political machines to attain office, to retain office, and to secure the greatest possible spoils in the shortest possible time.

How They Do It in Chicago

"Brothers in St. Louis was known as a strong-arm man for a number of labor unions."

WITH that closing sentence one of the great national news wire services finished its story about the conviction of Leo Brothers for the murder of Jake Lingle, the racketeering reporter of the Chicago Tribune. The conviction of Brothers and the apparent closing of the famous Lingle case with its mysterious ramifications extending into gangland activities followed closely on the murder in Chicago of William J. ("Wild Bill") Rooney, characterized by a correspondent of the New York Times as "for sixteen years the colorful boss of the Sheet Metal Workers' Union."

Crime and terrorism seem inevitably to be a part of union activity in eastern communities. The killers of Rooney, and Brothers, the convicted slayer of Lingle, who was apparently employed by unions in St. Louis to act as their "strong arm" man in furthering union programs, are clearest proof of the fact that in the building trades the unions are no longer interested in maintaining and obtaining reasonable conditions for the workers. In many in-

stances they are vast conspiracies designed to keep in office high-salaried officials who maintain themselves in power through the use of terrorism, violence and murder.

Rooney was pacing the sidewalk in front of his home waiting for an automobile to pick him up when some one called "Hey, Billy." Rooney turned. Three shots were fired from a sawed-off shotgun pointed through the rear window of a passing automobile. The sedan vanished as Rooney slumped to the sidewalk, his head and body riddled with slugs.

The police in attempting to establish a clue to the identity of the slayers uncovered amazing facts in connection with this high official of the Sheet Metal Workers' Union who in 1929 was considered to be such a representative and outstanding labor leader that he was sent as a delegate by the American Federation of Labor to the British Trades Council Convention in Belfast. Rooney first attracted the attention of the police in 1907 when he was sentenced to the House of Correction for larceny. In 1917 he was tried for the murder of one Joseph P. Cooney. Cooney was killed in a meeting called to elect officers of the Sheet Metal Workers'

Union. Rooney was acquitted. In 1922 the head of the Sheet Metal Workers' Union in Chicago was Thomas J. Walsh. In that year he was tried for the murder of two members of the union, the murder taking place in Rooney's presence. Walsh was acquitted of this crime but was succeeded shortly after as the head of the union by Rooney.

Rooney was no piker in the union racketeering game. He extended his union activities so that he virtually controlled the Flat Janitors' Union through his brother-in-law, an ex-saloon keeper. He was also the guiding spirit in the Meat Cutters' Union. That he collected his tribute from both of these organizations seems apparent. The Flat Janitors' Union is the racketeering organization which, through an understanding with the ice wagon drivers, coal teamsters and the grocery drivers, can make living in any flat impossible unless a member of the Flat Janitors' Union is employed.

Recently Rooney and nine other members of the Sheet Metal Workers' Union were indicted for conspiracy to restrain trade through a nefarious

plan and racket under which contractors would be required to pay the union five per cent of the contract price on all work taken.

In closing its story concerning the murder of Rooney the New York Times says, "The last killing of a labor official before Rooney's murder was that of Albert Courshene, agent of the Plumbers' Union, about a month ago."

Rooney riddled with slugs at the age of forty-two and Courshene also shot to death apparently represent the typical close of a successful union career in communities where the building trades unions are all-powerful. The rewards of union racketeering are too tempting to those who are on the outside and desire to "muscle in." The flaunted democracy of which many union leaders prate as controlling union organization is the democracy of the sawed-off shotgun, of the "pineapple" and the machine gun. Those labor leaders who claim that building trades unions are now being conducted on a business basis are right. But the basis too frequently is the creation of fear and the business is the business of murder.

Unions Employ Despised Injunction

RECENTLY a decision was affirmed by the Appellate Division of the Supreme Court in New York finding an employer guilty and fining him for violating an injunction granted on petition of a union. This is one of the few cases on record where an employer has been found guilty of contempt of an injunction brought by a union. It is only another instance of the importance of the injunction as a protection both to employers and workers in assuring that the rights of all will be preserved.

In this case, the Sheepskin, Leather and Overall Workers' Union, Local No. 178, in New York City, filed an application for an injunction in which it charged that, contrary to the existence of a union agreement, men other than members of the union were employed, union members in good standing were laid off, and the company had refused to divide its work equally among its workers although it had agreed so to do. The lower court granted the injunction and an appeal was taken by the employer. After the original injunction had been granted, the union contended that workers who had testified in behalf of the union against their employers were discharged, that former union members had been employed and that the company still persisted in its

refusal to provide for equal distribution of work.

On the filing of a motion that the court should find the employers guilty of contempt, further testimony was taken and the court granted the union's motion. The employers were fined \$250 for the offense and warned against further violations of the agreement. This was the decision affirmed by the Appellate Division of the Supreme Court.

Had statutes such as those now before the California Legislature relating to the injunction been in force in New York State, the protecting arm of the equity court would not have been available and the union would have found itself without adequate recourse. While, in this instance, the union involved is not affiliated with the American Federation of Labor and, so far as is known, has not taken as active a part in opposition to the injunction as has the Federation, the applicability of the injunction to labor's problems as well as those of employers is becoming increasingly evident. Unions are more and more resorting to their legal rights instead of attempting, through extra-legal practices, to obtain their legitimate ends. The injunction's value in suits of this character in protecting the interests of the workers is firmly established.

Industry Must Put Its House in Order

THE business depression of 1929-31, in spite of the misfortune, hardship and even disaster that have followed in its wake, has had one most important result. It has called to the attention of business and industrial executives in dramatic and indelible form the obligations and responsibilities of economic leadership. It has brought home to thousands of such executives the conviction that the mad scramble for the largest possible share of the national income without regard to economic laws could no longer be the controlling motive in American business life.

It has convinced these business men that for the chaotic and destructive individualism which has marked the past there must be substituted a benevolent individualism which will give due weight to the rights of all participants in the complex of our economic life.

This keynote was struck again and again at the annual meeting of the United States Chamber of Commerce during the course of its recent sessions at Atlantic City. Such outstanding industrial figures as Secretary of Commerce Robert P. Lamont, Rome C. Stephenson, president of the American Bankers' Association, William Butterworth, the president of the United States Chamber, and many others, in their addresses before the convention, stressed the necessity for industry to put its own house in order.

Of these addresses the greatest interest attaches to that of Secretary Lamont, who, it was generally believed, represented in his remarks the point of view of President Hoover. Secretary Lamont during the course of his remarks urged the necessity of providing for reserves to be set up by each business and industry against unemployment in times of depression. Addressing himself particularly to the younger executives who were present and who, he said, might in a decade find themselves in another depression, Mr. Lamont said, "If they observe well and remember the hardships and difficulties of our present situation, if during the intervening years they put a little more emphasis on the economic and human aspects of business and if they begin as soon as conditions warrant to put away each year in some form of reserve a small fraction of what may, perhaps, have been overspent in mechanical and physical development, they may find themselves with a less difficult problem of unem-

ployment to cope with and in a very much better position to do it."

In his discussion of the problems of unemployment Secretary Lamont said that it was an evil which struck deep at the roots of our economic and social well-being. He emphasized the point that the workers are both producers and consumers and that the workers' idleness meant that business was without a buyer. He refused to accept the view that "the cycle of prosperity and depression is an economic malady for which it is useless to seek a remedy."

Many of the speakers present, including Secretary Lamont, declared for the necessity of business attempting to exercise some form of self-imposed restraint during a period of expansion. Thus Dr. L. E. H. Weld of New York, economist for one of the great national advertising agencies, urged the formation of an economic planning board for every important industry whose services would be mobilized to avoid recurrence of major business depressions.

Mr. Stephenson, as president of the American Bankers' Association, sounded a note of warning when he said that while he was of the opinion that "we are definitely turning away from our greatest masterpiece in the line of depressions and facing upward toward a new business era," he hoped that the economic curve would not follow the course of the last few years because "another era of prosperity like the last will ruin us."

Professor Wesley C. Mitchell of Columbia University, possibly the country's leading authority on the business cycle, emphasized the imperative necessity of business undertaking a program of stabilization. He said that the present plight of the world was a peremptory challenge to the intelligence of mankind. He expressed the opinion that if business did not recuperate soon "angry discontent will spread rapidly; changes will be demanded and some of them will be put into effect."

With such solemn warnings coming from such high authorities—authorities who by no stretch of the imagination can be charged with radical leanings—the challenge to business to solve intelligently the problem of its own ills becomes the more compelling. It is afforded the opportunity to make its own choice. Will it accept the responsibility and adequately meet the demands made upon it or will it, too late, find itself faced with a radical and visionary program imposed upon it from without?

OFFICERS AND DIRECTORS

OF THE

INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

PRESIDENT :

GEORGE W. KELHAM

VICE-PRESIDENT :

J. E. CUSHING

SECRETARY :

CHARLES R. PAGE

TREASURER :

J. W. MAILLIARD, JR.

MANAGING DIRECTOR :

ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER, Pres.
Alexander & Baldwin, Ltd.

ROBERT A. KINZIE
Mining Engineer

COLBERT COLDWELL
Coldwell, Cornwall & Banker

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

JAMES A. CRANSTON
Commercial Vice-President
General Electric Co.

J. W. MAILLIARD, JR.
Mailliard & Schmiedell

J. E. CUSHING
Vice-Pres. & General Manager
American-Hawaiian Steamship Co.

F. S. MCGINNIS, Vice-Pres.
Southern Pacific Co.

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

CHARLES R. PAGE, Vice-Pres.
Fireman's Fund Insurance Co.

ROBERT G. HOOKER, JR.
Asst. to the President,
Gladding, McBean & Co.

RICHARD S. SHAINWALD, Pres.
The Paraffine Companies, Inc.

GEORGE W. KELHAM
Architect

J. H. THRELKELD, Gen. Mgr.
Threlkeld Commissaries

A. EMORY WISHON, Vice-Pres. and Asst. General Manager
Pacific Gas and Electric Co.

“**T**HE California State Chamber of Commerce believes that the prosperity and well-being of the nation is very largely dependent upon the prosperity and well-being of labor. It deplores as economically unsound any lowering of wages or exploitation of labor made possible by this period of unemployment. It also recognizes the tremendous influence of the construction industry upon the wage situation and therefore notes with gratification the recent formal action taken by the Associated General Contractors at their annual convention in San Francisco, urging the maintenance of normal wage scales, regardless of the present oversupply of labor. •The chamber is heartily in accord with this policy and pledges its support to all efforts made to maintain a living wage for construction labor.”

—Resolution adopted by the Board of Directors of the California State Chamber of Commerce, February 6, 1931.

Sec 31

The American Plan



THE AMERICAN PLAN

Published by the Industrial Association of San Francisco

"FOR SOUND INDUSTRIAL RELATIONS"

Published Bi-Monthly, Alexander Building, San Francisco

SUBSCRIPTION PRICE \$0.25 A YEAR, INCLUDED IN ANNUAL DUES

VOLUME X

DECEMBER, 1931

NUMBER 2

Ten Years Ago This Fall

TEN years ago during the first week of September, 1921, the great building trades strike of that year was officially terminated. During the same week the permanent organization of the Industrial Association was effected. This, the tenth anniversary, then, of the organization of the Association and the decision of the community to wrench itself loose from the shackles of industrial tyranny which had previously confined and crippled it, warrants a review of the momentous days which marked its declaration of independence.

While almost all those who participated actively in the first demonstration that San Francisco was no longer to be considered as the plaything of irresponsible labor leadership are still alive, younger faces and a new leadership are beginning to make themselves felt in the city. For many of these the inspiring history of 1921 is little more than a vague tradition. Even for some of those who actively participated in the movement the events of that dramatic year are beginning to become shadowy and vague. For all of these reasons, therefore, it is thought that a permanent record of the events leading up to the declaration of industrial freedom in San Francisco is desirable.

For twenty-five years prior to 1921 the building trades movement of San Francisco had been thoroughly dominated by the most perfect labor organization which had ever been developed in a first-class community. Labor officials throughout the country pointed to San Francisco as the ideal which the labor movement of every other community should strive to attain. While the building trades movement as a whole professed to follow the precepts of an industrial democracy, and while in some trades—and these were the exception rather than the rule—

reason and common sense controlled the relations between employer and employee, the building trades as a whole could only be characterized as an arbitrary and absolute monarchy whose czar was P. H. McCarthy.

A carpenter by trade, this extraordinary and amazingly successful organizer and leader first appeared on the industrial horizon of San Francisco in the middle nineties. By 1899 he had sufficiently impressed himself upon the community so that he was one of the successful candidates for the Board of Freeholders which drew the charter which is still in effect and which will be superseded by the new charter in January next. By 1900 he had become the president of both the State and San Francisco Building Trades Councils and these positions he retained until he retired under a cloud in 1922. From 1900 until 1920 he ruled this petty but all-important kingdom with an iron hand. His decisions were received with all the authority that would go with the orders of some supreme oriental potentate. The lives and destinies of thousands of men and of hundreds of contractors depended upon his orders and at times his whims. Supremely political in his point of view, he kept his control of the union building trades world by creating new organizations to oppose those which refused to accede to his orders, by playing one contracting group against another and one union group against its brother unionists. He manipulated the voting rights of unions in the Building Trades Council in order to guarantee the perpetuation of his own power and that of his immediate satellites and for many years through these arbitrary movements and regulations he largely kept the building trades at peace with their employers.

It was a peace, however, that was maintained at an outrageous price. For its price was the surrender by employers in the building world of every right and privilege which employers ordinarily and customarily enjoy. It was a peace imposed on the community by an all-powerful dictator. It was a peace continually favoring the worker at the expense of the contractor and the building public.

In 1920, however, clouds began to appear upon the peaceful building trades horizon. Sporadic strikes which affected both individual jobs and entire crafts and which would not and could not be resolved by the arbitrary orders of McCarthy began to be more and more numerous. Wage questions which threatened strikes and actual strikes became the order of the day. McCarthy began to feel the reins of power slipping from his grasp.

Faced with the first serious refusal to recognize the authority which had marked his twenty years of building trades leadership, McCarthy took a step which was pregnant with the most profound consequences. He went to the Chamber of Commerce—the Chamber which at that time was held in the most withering and cynical contempt by the labor movement as a whole—and requested its assistance in working out with him the problems created by the threatening and disruptive forces which had made their appearance in his realm. After some discussion it was determined to establish a permanent Board of Arbitration which would be charged with the responsibility of settling any questions which threatened either the peace or welfare of the building trades. It was further determined to submit to this Board all of the questions which were then in dispute and which were causing the current controversies between employers and employed. The membership of the Board, none of whom were to represent contractor or worker, was agreed upon, and a form of contract was drawn up and was signed by McCarthy for the Building Trades Council and by the president of The Builders' Exchange for the building trades employers.

The composition of the Board was such as to command the respect and confidence of the entire community. It consisted of Archbishop Edward J. Hanna, chairman, who had long been known for the breadth and tolerance of his views on industrial relations, Judge M. C. Sloss and Mr. George L. Bell. Judge Sloss is one of the distinguished members of the California bar and Mr. Bell had, during the war, been secretary of the War Labor Policies Board and had since then acted as a consultant in industrial

relations both in eastern communities and in San Francisco.

The Board immediately began to consider the disputed cases which had been submitted to it. It heard some oral testimony and then requested the contending parties to submit their claims in the form of briefs, since it became evident that it would be practically impossible ever to conclude the case if the taking of oral testimony was to continue at the rate at which it had been presented. The briefs of the Building Trades Council requested material increases in wages while the briefs of the employers requested even more drastic decreases.

When after some two and a half or three months of consideration the Board finally rendered its award, it decreed that there should be a seven and one-half per cent cut in wages for the various crafts whose cases had been submitted to it for determination. This decision was based upon material reductions in commodity prices and living costs which had followed the depression of 1920.

To the consternation of the entire community which had considered the arbitration proceedings as a sign of permanent peace in the building trades, McCarthy and some of the other leaders in the building trades world announced that the award of the Arbitration Board would not be accepted. This decision was reached without reference to the unions involved and was practically the individual judgment of McCarthy. The consternation of the community was changed to a feeling of resentment, however, when the grounds upon which the award was repudiated were announced. For it was contended by McCarthy and his henchmen that the Board had exceeded its jurisdiction and that it either should leave wages at their then levels or increase them as requested by the building trades unions. Neither at that time nor at any time since has McCarthy stated how he could reconcile this conclusion with the fact that no objection was made by the representatives of the unions to the case put in by the employers asking for material decreases. Only when the award had come down was this absurd and specious claim of lack of jurisdiction advanced.

The employers announced that they would accept the decision of the Board reluctantly because they believed that larger decreases were amply warranted by the facts.

Thus the lines of battle were drawn and when the award became effective the crafts involved either struck or were locked out by their employers

THE AMERICAN PLAN...

and the difficulty rapidly spread until it involved the entire building trades.

For once, however, the community was thoroughly and completely aroused. It had implicit confidence in the Board which had rendered the decision. It was completely disgusted with the tactics of the McCarthy coterie and it determined to place itself in such a position that it would never again have to accept the arbitrary and dominating leadership of irresponsible union officials who were unwilling to abide by the terms of contracts which they themselves had asked for.

Before this decision was reached, however, a sincere effort was made to reconcile the contending differences between the embattled building trades unions and the contractors. During the month which intervened between the date of the announcement of the Board's findings and the time when it went into effect, innumerable conferences were held between representatives of the contractors of the Buildings Trades Council and of the Chamber of Commerce. These conferences, however, were of no avail. The unions were convinced that if they assumed an arrogant and arbitrary stand towards the Board's findings, the contractors, as had been the case so frequently in the past, would abjectly surrender and accept the old conditions before an actual break occurred.

Even after the effective date of the award, when building operations had come to a complete standstill, efforts were still made to reconcile the differences of the contending parties. During all this time, however, the building trades unions announced that they would not accept the award of the Board, that they expected to continue their dealings with employers as had been the case prior to the creation of the Board, that no change would be made in the wages of the crafts affected by the Board's award, and that the rumors which were becoming more and more frequent that the contractors would elect to continue building operations under the American Plan were only the fevered hallucinations of a few union-hating employers which in no wise reflected the sentiment of the building community as a whole.

For once, however, the McCarthy tactics of arrogant bluff failed to affect the determination of the community. The temper of the building contractors had changed. No longer were they an isolated industry subject to the individual whims of independent contractors. They had behind them a unified business community which was determined

to back to the limit an effort to break definitely the grip of union domination which had for so long controlled the economic destinies of the city.

When it was announced that building operations would be resumed on the 13th of June, 1921, under American Plan conditions the unions scoffed at the idea and stated that they were proceeding to man the jobs of a majority of contractors who were entirely out of sympathy with the program which The Builders' Exchange and other representative building organizations had approved. These organizations, together with the Chamber of Commerce, had announced that nothing short of a complete and unequivocal acceptance of the award of the Arbitration Board and of its continuing authority to act in case of disputes arising in the future could turn the city from its intention to operate the building industry under the American Plan. This statement was answered early in June by a vitriolic blast from the Building Trades Council announcing that under no conditions would it ever consent to accept the award of the Building Trades Arbitration Board or its authority to consider future cases that might arise.

Faced with this flat refusal to consider the only proper terms which could be used as a basis for negotiations, The Builders' Exchange, together with the Chamber of Commerce, continued to lay plans for the resumption of building operations.

June 13th was a Monday. On the preceding Thursday evening at the regular meeting of the Building Trades Council the sole topic for discussion was the action to be taken in the face of this impending threat. Into this discordant and turbulent meeting, marked by violent clashes, differences of opinion and extreme dissension, a letter was introduced addressed to the Building Trades Council and signed by the late Supervisor Ralph McLeran, who at that time was chairman of the City's Finance Committee. McLeran, himself a contractor, and at one time a member of the Carpenters' Union, strongly urged the Building Trades Council to accept the terms laid down by The Builders' Exchange and the Chamber of Commerce and to take every reasonable step which would serve to avoid open warfare.

The letter, which was completely unexpected and which, according to Supervisor McLeran's subsequent statement, was quite without inspiration from the Building Trades Council or any of its officers, fell like a bombshell among the already quarreling and wrangling delegates. The disorder,

according to some of those who were present and who have described the scene to the writer of this statement, became intensified. Efforts of McCarthy to restore some semblance of parliamentary control of the meeting were for long of no avail. Finally, however, consideration of the letter was obtained and after a bitter debate a motion was offered and approved stating that the Building Trades Council would accept the award of the Arbitration Board. The motion as actually passed, however, was in an equivocal and inconclusive form. It failed entirely to meet the instant situation and actually bound the Building Trades Council to nothing.

The spokesman for those who were conducting the negotiations on the part of the Chamber of Commerce and the contracting groups pointed out that the motion was evasive and failed entirely to go to the real point at issue. It was stated that nothing short of a complete and absolute acceptance not only of the award of the Board as rendered but of its continuing authority to pass on any and all questions affecting the building trades could be considered as a basis upon which to resume negotiations.

The refusal of the contractors and of the Chamber of Commerce abjectly to accept the equivocal motion of the Building Trades Council threw greater consternation into the ranks of the union leaders. This group, which in every previous crisis had found itself a unit, was now torn apart by centrifugal forces which indicated almost as many opinions as to the proper course to pursue as there were delegates in the central body. McCarthy, whose leadership in the past had been unquestioned and whose slightest demand had been followed unhesitatingly, found himself the commander of a disrupted and shattered army. A hasty special meeting of the Building Trades Council was called for Sunday, June 12th. The flat refusal of the Chamber of Commerce and the contracting group to consider the half-hearted acceptance of the Arbitration Board's authority which had been passed at the previous regular meeting, was considered. Again the meeting was a riotous one. The delegates were at cross-purposes. A hundred divergent and conflicting opinions were expressed and a hundred suggestions offered. At this meeting McCarthy's failing grasp of the reins of power was finally loosed. After a prolonged session the Council completely and absolutely reversed itself, accepted the award of the Arbitration Board, and again affirmed its willingness to vest the Board with the authority

which the original contract signed by McCarthy had outlined. Never in the history of forty years of trade union success in San Francisco had an organization made such an abject and complete surrender.

But it was too late. The contractors and the Chamber of Commerce took the position that this complete reversal of the position of the Building Trades Council could not be accepted at its face value. They stated that inasmuch as the Council had requested the establishment of the Arbitration Board and had at its first decision repudiated the arrangement which the Council itself had sought, these new assurances of acceptance of the Board's authority were without value since its rulings could again be repudiated the moment the Building Trades Council found itself in a position of sufficient strategic strength so that it could feel that its position could be made effective. It was announced that the community did not purpose again to place itself in the hands of a group which took its contractual obligations so lightly and that the time had come to emancipate the building industry once and for all from the irresponsible and arbitrary control which had so long completely dominated it.

On the following morning, Monday, June 13th, the first building trades operations were undertaken under American Plan conditions. Slowly at first but with a continually accelerated tempo these operations were gradually enlarged. One by one, and then in groups and in hordes, building trades mechanics flocked back to work under the conditions laid down. Finally the tide of resentment among the building trades workmen themselves toward the inept leadership of their officers could no longer be stemmed or controlled and during the first week of September all trades but one returned to work under the conditions offered by the Industrial Association.

Fundamentally, these conditions were that the men should return to work under the American Plan, which was interpreted to mean that union and non-union men in each craft should work together on the same jobs. Reasonable working conditions were established, the forty-four-hour week was continued, the eight-hour day was recognized, and punitive overtime was included as a means of securing the enforcement of the working day and working week agreed upon. Finally, and most important, a pledge was taken by the Industrial Association that at the expiration of the interim six months' award of the original Arbitration Board, a new Wage Board should be set up to establish wage and work-

THE AMERICAN PLAN . . .

ing conditions of a continuing nature for the entire building industry. This was the genesis of the Impartial Wage Board which has, since 1921, played such an important part in San Francisco's building world.

Such in brief is the story of a great folly and a great victory. It is the story of a victory for a community which, for decades, had abjectly accepted the arbitrary fiat of labor leaders disdainful of all community rights and callous beyond the point where they could recognize the reciprocal relations of the community and the organizations which they led. It is

the story of a great folly in that these same leaders destroyed at a stroke every sympathetic reaction which the movement that they represented might be expected to bring forth.

Of the ten years of industrial freedom which have intervened it is not necessary here to speak. A new courage and a new determination have permeated the outlook of San Francisco. The forward steps which it has taken can never be retraced and the inestimable advantages of peace and common decency in its industrial relations which it has achieved will never be relinquished or surrendered.

Labor and an Industrial Congress

NOW comes Matthew Woll, Vice President of the American Federation of Labor, and in a recent address delivered before an industrial conference held at Silver Bay, New York, makes dire predictions as to what is going to happen to America unless a careful and comprehensive plan covering a ten-year period is laid down by a group representing "industry, trades, transport, agriculture, labor, extraction of raw materials, credit and financial channels, and service equipment." Mr. Woll calls his round table an Industrial Congress. He urges that this Congress shall not be considered as having concluded its labors when it makes its initial studies and reports, but rather he characterizes it as a permanent industrial legislative structure within industry, "for industry and the whole people and which shall commence a democratic industrial structure comparable to our democratic political structure." Mr. Woll proposes to leave politics out of such a proposed organization. His industrial congress, however, would outline "the necessary legal enactments to remove obstacles and to facilitate the operations of the suggested program."

It is proposed by this spokesman for the American Federation of Labor that determination should be made of the annual national requirements in commodities and service for each of ten ensuing years; the visible supply of required commodities for the same period; the labor necessary for the production and distribution of these commodities; the equipment required intelligently to produce the commodities and to determine in general the details of design, construction and installation; and finally "the immediate and continuing distribution of the

necessities of life among the entire population, using all resources of employment, manufacture and credit distribution requisite to that end."

Some such comprehensive and all-embracing study of industrial requirements has much to commend it. It may well be that the next important and constructive forward step in American economic life will be the establishment of some such planning organization. And when a group of this character is set up it is only fitting and proper that labor should be represented through the only organized and articulate channel that can express its opinions and points of view. Both the counsel and the cooperation of those who work with their hands, or of their representatives, will be needed in order to implement such a movement with one of the essential elements without which it cannot succeed.

It may be asked, however, whether Mr. Woll and the American Federation of Labor will be more interested in promoting, under such a plan, the interests of the entire nation or the interests of the official hierarchy of the American Federation of Labor. And it may well be asked whether the points of view of important organizations in the labor movement will be controlling so far as labor's policies in such an industrial conference are concerned or whether the broader interests of all labor will be the ruling factor. Will, for example, the point of view of Mr. Woll's own organization, the International Photo-Engravers' Union, be representative of the point of view of labor or will some more constructive program prevail? In this connection it must be borne in mind that Mr. Woll's organization has very largely sown the seeds of its own destruction

through its continued insistence on uneconomic practices—practices which two years ago in San Francisco forced employers here to sever permanently all relations with the Photo-Engravers' Union.

In determining the number of men necessary to carry on industry, are the arbitrary regulations and artificial craft distinctions which mark the Photo-Engravers' Union and almost all other union organizations to determine the labor factor in industrial costs or is some practical and commonsense rule to prevail? Are jurisdictional claims, make-work rules, limitations of output, and opposition to labor-saving devices to control, or is the best practice as determined by industrial experience to prevail?

It is becoming increasingly evident with every new development, with every amazing change in social and economic outlook, with every modification in the relationships of men and institutions that labor, through its recognized spokesmen, is in a position to play a continually more important and constructive part in the development of American industrial and economic life. But it is also becoming

increasingly evident that the present leadership of the American labor movement is not offering those valuable and important contributions which it is in a position to present. Instead of attaining a place of greater and greater importance its narrow and insular point of view is tending to limit and confine and even reduce the area over which its voice is heard and heeded.

In the present makeup of our economic society labor must still ask for a place at the council table rather than automatically be granted the recognition and place which it might well expect. When the labor movement conscientiously and continually adopts the position that the general welfare is more important than the welfare of the individual or of the individual union; when it is willing to discipline and punish its members; when it forsakes the attitude of supporting a movement because it is a union movement whether it be right or wrong, then will it find itself welcomed at the council tables of the nation and then may it properly and with propriety participate in an Industrial Congress, when such a Congress is organized.

Fifth Impartial Wage Board Award

EFFECTIVE January 1, 1932, the award of the Fifth Impartial Wage Board, rendered on October 17th, insures a continuation of fair wages and decent working conditions for the building trades mechanics of San Francisco and Alameda Counties. The award of the last former Wage Board, which became effective April 1, 1929, was practically reaffirmed. The five-day week, which has been voluntarily adopted by many San Francisco general and sub contractors, both as a means of improving employment conditions and because, in many instances, it was believed that wages paid for Saturday morning did not represent an equivalent return in performance on the part of the workmen, will be universally effective after the first of the year. Other than this, except for nominal changes in working conditions designed to clear up points which had previously been in doubt, the San Francisco building trades mechanics will enjoy the same conditions as those which have prevailed for the past two years.

The personnel of the Wage Board, which to some extent represented a departure from the practice

which had prevailed in the past, was Dr. Willard E. Hotchkiss, Dean of the Graduate School of Business Administration at Stanford University, chairman; Mr. H. J. Brunner, Consulting Engineer, who served on the last Wage Board; and Mr. Will J. French, Director of the Department of Industrial Relations of the State of California and Chairman of the Industrial Accident Commission.

The Board held extensive hearings in San Francisco and in Oakland and listened to testimony from employers and employees in almost all of the building trades crafts. In addition it heard from individuals interested in the building industry but not directly associated with it. Testimony in favor of the five-day week was universal. No employer or representative of a group of employers in the building industry who appeared before the Board expressed other than a strong conviction in favor of the adoption of the shorter work week. It was pointed out again and again that under existing conditions in the building trades, with a minimum amount of work under way, building trades mechanics were more than fortunate if they secured

THE AMERICAN PLAN...

five days work per week. It was shown conclusively that, in some crafts at least, the adoption of the five-day week would tend to stabilize and spread employment over a slightly larger group of men. In view of the precarious economic status of the average building trades mechanic growing out of unemployment, this argument was held by the Board to be incontrovertible.

In this connection the award of the Board stated: "Without exception, witnesses stressed the deplorable extent of unemployment, one expressing the belief that some employees had not had more than a total of five days' work during the present calendar year. From all the testimony presented, it would appear that, for the current year, many have had almost no work, and that two or three days a week would represent a high estimate of employment for the bulk of building workers."

On the question of the daily rate of wages to be paid to building trades mechanics there was slightly more diversity of testimony, although the vast majority of employer witnesses who appeared on either side of the Bay requested the Board to reaffirm the old scale. Arguments for reduction in wages were largely based upon the decreased cost of living. Arguments for maintenance of the existing scale, on the other hand, were predicated almost entirely on the terrific extent of unemployment in the building trades due to lack of construction. The Board took the position that for those workers who were now fortunate enough to receive five and one-half days of employment the establishment of the five-day week automatically constituted a nine per cent reduction in weekly wages.

In connection with the question of wages the Board stated: "They [the witnesses] also pointed out that building wages, even in times of normal prosperity, are not excessive when figured in terms of annual earnings, that building wages did not increase more rapidly than other wages during the upward swing of the business cycle, and that the loss of earnings, due to unemployment, has not only wiped out, several times over, any theoretical gains from the lowering of the cost of living, but has created a serious problem of unemployment relief, which would be aggravated if the rates of pay for the meager employment now available or in prospect were reduced."

In other words, the Board was unanimous in its belief that with the average present employment in the building trades producing an annual wage, even for the higher paid crafts, which probably does not

exceed \$1,000 per annum on the average, a reduction in wages, particularly in view of the increased efficiency of workers under present conditions, could not be justified on either moral or economic grounds. In this connection it may be pointed out that competent mechanics appeared before the Board and stated that they had not had a month's employment during the course of the current year and in a few individual instances even less employment was indicated.

Lest it be thought that the Board failed to give consideration to the argument that a reduction in wages might tend to stimulate construction and thereby increase the earnings of workers, the following quotation from the Board's decision is of interest. Witnesses, it was stated, "were emphatic in the belief that any reduction which it would be feasible to make would be without material effect in increasing building and employment." At another point touching on the same matter the Board said: "No one maintained that the wage reductions recommended, or any reductions which it would be feasible to make, would have an important immediate effect, under existing conditions, in the direction of stimulating new construction."

While some investors and some contractors have expressed deep disappointment that the Board did not decree a reduction in wage scales, in conformity with the general reduction in labor rates and labor costs which are an aspect of the present economic situation, a majority of contractors and investors who have given the problem of employment in the building trades serious consideration have expressed themselves as satisfied with the award of the Board. Workers naturally are pleased over the outcome of the Board's deliberations, as a reduction in wages would, they felt, have still further prejudiced their already insecure economic status.

Interest in the award of the Impartial Wage Board has extended throughout the United States and into Canada. In the month which has intervened since the award was rendered, the Association has received requests for hundreds of copies of the award. In addition, numerous letters have been received requesting specific information concerning the way in which the Board is set up and the procedure under which it operates. Because the method employed in San Francisco for the determination of building trades wages strikes sharply away from the traditional practice of direct negotiations between employer and employee which has all too frequently proved unsatisfactory, both here before

1921 and in other communities, building trades employers' associations and similar organizations, looking for some new device to meet the recurring problem of negotiating changes in building trades wage scales, have been particularly interested in the procedure. They have in many instances indicated that they believed that San Francisco had pointed the way for other communities to establish a more satisfactory method of establishing sound industrial relations in the building trades.

Representatives of five of the most important building trades crafts, representing eighty to ninety per cent of the organized workers in San Francisco, were invited to participate in the preliminary deliberations preparatory to setting up the Board. All of these unions were pledged to abide by the award of the Board no matter what its final decision might be. Each of them appeared officially before the Board and presented a case on behalf of the membership.

The Association feels that it would fail in its

responsibilities if it neglected to acknowledge the high courage and statesmanship of the leaders in these five basic crafts, who, braving the bitter and implacable opposition of the reactionary officers of the San Francisco and State Building Trades Councils, and in the face of enormous pressure brought to bear on their own international officers meeting at the American Federation of Labor convention in Vancouver by the San Francisco and State Building Trades Councils, resolutely maintained their position to appear before the Board, to present argument for their several crafts, and to abide by the decision of the Board no matter what it might be. The Association is convinced that the courageous stand of the officers of the Carpenters', Painters', Bricklayers', Plasterers', and Plumbers' and Steamfitters' unions introduces a new and more constructive era in the San Francisco program of forward-looking and sound industrial relations.

The scale established by the Fifth Impartial Wage Board which the Industrial Association is pledged to enforce to the limit of its ability follows.

This scale is to be considered as a minimum and employees of superior skill and craft knowledge may be paid in excess of the amounts set forth herein.

CRAFT	Journeyman Mechanics	Helpers
Asbestos Workers.....	\$ 8.00	\$.....
Bricklayers.....	11.00
Bricklayers' Hodcarriers.....	7.00
Cabinet Workers (Shop).....	7.50
Cabinet Workers (Outside).....	9.00
Caisson Workers (Open).....	8.00
Carpenters.....	9.00
Cement Finishers.....	9.00
Cork Insulation Workers.....	9.00
Electric Workers.....	9.00
Electrical Fixture Hangers.....	8.00
Elevator Constructors.....	10.00	7.00
Engineers, Portable and Hoisting.....	9.00
Glass Workers.....	8.50
Hardwood Floormen.....	9.00
Housemovers.....	8.00
Housesmiths, Architectural Iron.....	9.00
Housesmiths, Reinforced Concrete, or Rodmen	9.00
Iron Workers (Bridge and Structural), including Engineers.....	11.00
Laborers (6-day week).....	5.50
Lathers, Channel Iron.....	10.00
Lathers, All Other.....	8.50
Marble Setters.....	10.00	6.00
Marble Cutters and Copers.....	8.00
Marble Bed Rubbers.....	7.50
Marble Polishers and Finishers.....	7.00
Millmen, Planing Mill Department.....	7.00
Millmen, Sash and Door.....	6.00
Millwrights.....	9.00
Model Makers.....	10.00
Model Casters.....	9.00

CRAFT	Journeyman Mechanics	Helpers
Mosaic and Terrazzo Workers.....	\$ 9.00	\$6.00
Painters.....	9.00
Painters, Varnishers and Polishers (Shop).....	7.50
Painters, Varnishers and Polishers (Outside).....	9.00
Pile Drivers and Wharf Builders.....	9.00
Pile Drivers Engineers.....	10.00
Plasterers.....	11.00
Plasterers' Hodcarriers.....	7.50
Plumbers.....	10.00
Roofers, Composition.....	8.00
Roofers, All Others.....	8.00
Sheet Metal Workers.....	9.00
Sprinkler Fitters.....	11.00
Steam Fitters.....	10.00
Stair Builders.....	9.00
Steel Pan, Concrete.....	7.00
Stone Cutters, Soft and Granite.....	8.50
Stone Setters, Soft and Granite.....	9.00
Stone Carvers.....	8.50
Stone Derrickmen.....	9.00
Tile Setters.....	10.00	6.00
Tile, Cork and Rubber.....	9.00
Auto Truck Drivers—Less than 2,500 lbs.....	6.00
Auto Truck Drivers—2,500 lbs. to 4,500 lbs.....	6.50
Auto Truck Drivers—4,500 lbs. to 6,500 lbs.....	7.00
Auto Truck Drivers—6,500 lbs. and over.....	7.50
General Teamsters, 1 Horse.....	6.00
General Teamsters, 2 Horses.....	6.50
General Teamsters, 4 Horses.....	7.00
Plow Teamsters, 4 Horses.....	7.00
Scraper Teamsters, 2 Horses.....	6.50
Scraper Teamsters, 4 Horses.....	6.50

THE AMERICAN PLAN...

GENERAL WORKING CONDITIONS

1. Eight hours shall constitute a day's work for all crafts, except as otherwise noted.

2. Plasterers' Hodcarriers, Bricklayers' Hodcarriers, Roofers' Laborers, and Engineers, Portable and Hoisting, shall start 15 minutes before other workmen, both at morning and at noon.

3. Five days, consisting of not more than eight hours a day, on Monday to Friday inclusive, shall constitute a week's work.

4. The wages set forth herein shall be considered as net wages.

5. Transportation costs in excess of twenty-five cents each way shall be paid by the contractor.

6. Traveling time in excess of one and one-half hours each way shall be paid for at straight time rates.

7. Overtime shall be paid as follows: For the first four hours after the first eight hours, time and one-half. All time thereafter shall be paid double time. Saturdays (except Laborers), Sundays and Holidays from 12 midnight of the preceding day, shall be paid double time.

8. On Saturday Laborers shall be paid straight time for an eight-hour day.

9. Where two shifts are worked in any twenty-four hours, shift time shall be straight time. Where three shifts are worked,

eight hours' pay shall be paid for seven hours on the second and third shifts.

10. All work, except as noted in paragraph 11, shall be performed between the hours of 8 a. m. and 5 p. m.

11. In emergencies, where premises cannot be vacated until the close of business, men then reporting for work shall work at straight time. Any work performed on such jobs after midnight shall be paid time and one-half up to four hours of overtime and double time thereafter, provided, that if a new crew is employed on Saturdays, Sundays or Holidays which has not worked during the five preceding working days, such crew shall be paid time and one-half. No job can be considered as an emergency job until it has been registered with the Industrial Association and a determination has been made that the job falls within the terms of this section.

12. Recognized holidays to be: New Year's Day, Decoration Day, Fourth of July, Labor Day, Admission Day, Thanksgiving Day, Christmas Day.

13. Men ordered to report for work, for whom no employment is provided, shall be entitled to two hours' pay.

14. This award shall be effective in the counties of San Francisco and Alameda.

The Musicians and the Talkies

NO GROUP of workers has ever been hit so suddenly and so drastically by what has come to be known as technological unemployment as have musicians as a result of the installation of talking equipment. Within a period of three years musicians employed in theatres have been reduced by approximately one-half. This information is contained in a detailed study of the effects of technical changes in the theatrical world on employment which was recently released by the Bureau of Labor Statistics of the United States Department of Labor.

During the fiscal year of 1928-1929, 19,780 theatrical musicians, members of the American Federation of Musicians, were regularly employed. During the following year, the number employed in motion picture and other theatrical houses had dropped to 16,860, but in the fiscal year just closed only 9,795 were employed in entertainment houses of all classes.

Employment of musicians in connection with radio broadcasting programs is not estimated to have absorbed more than 10 per cent of those displaced from positions in motion picture houses.

As an offset, however, to the losses in employment among musicians, the government department notes a material increase in the employment of motion picture operators. In larger houses employing the highest type of equipment, two operators

are now employed where in the period of silent pictures but one with a possible helper was needed. No data are available, however, as to the number of new motion picture operators who have thus been employed.

In connection with the displacement of musicians the extensive advertising campaign which the American Federation of Musicians has been conducting in favor of the so-called "living music" has apparently not affected the inevitable march of mechanical progress in regard to the motion picture theatre. The millions of votes which the Federation has reported from time to time as having been cast in favor of a return to "living music" were without significance. Votes in the form of coupons which could be clipped from any one of scores of advertisements or which could be secured in any music store could, of course, be cast again and again by the same individual. Even assuming, however, that the balloting was fully protected and that no duplication occurred, the entire campaign was apparently without success. The old struggle between hand and mechanical processes which has been one of the outstanding features of industrial development for the last hundred and fifty years or more and which has always resulted in the victory of the labor-saving device over hand labor, again has taken its historical and easily predicted course in the case of the musicians and the talking motion pictures.



APTOS JUNIOR HIGH SCHOOL... ONE OF SAN FRANCISCO'S NEWER EDUCATIONAL STRUCTURES... BUILT UNDER AMERICAN PLAN CONDITIONS

San Francisco's Building Record

WHEN the five hundred and sixty-two largest cities and towns in the United States, including New York, take out building permits during the course of a single month only equivalent in value to the permits taken out in New York City alone during the peak of building activity, it can be realized that something drastic has happened to deflate the building industry. Permits in the leading five hundred odd cities and towns in the United States in August of this year were only \$111,000,000, and in September were \$96,000,000. During several months of 1925 and 1926, New York's building permits exceeded \$100,000,000 in a single month.

Other surprising results are indicated by the tabulation of building permits for these two months. San Francisco does not fare so badly in the tabulations as do most other communities. In June of this year it stood fifth in American cities, with only New York, Los Angeles, Washington and Baltimore showing a larger volume of construction. In July it stood tenth in value of permits, in August seventh, and in September twelfth.

There are other striking results shown by the tabulations. During both June and July, which, in San Francisco, were anything but abnormal, the volume of permits issued exceeded the value of per-

mits in both Chicago and Detroit. In June of 1931 San Francisco's permits exceeded those in Chicago by about 79 per cent. In these months the dollar value of permits in Chicago was almost \$1,000,000 less than in San Francisco. In July of this year San Francisco permits were substantially greater than those in both Chicago and Detroit, as already indicated. September permits in both these cities were within \$100,000 of the San Francisco permit figures.

During this most abnormal of years, permits in San Francisco have remained at a fairly steady and normal level. While the present volume of construction here is slightly less than half that in peak years, in Chicago it is only about 5 per cent of peak construction. In Detroit the percentages are almost as discouraging. In New York construction is off about 75 per cent and in Los Angeles about 65 per cent. Of the cities in the half million or greater class, only Washington and San Francisco have shown a reasonable volume of construction. Washington, with its enormous governmental construction program, has been able to maintain its place in the building world. San Francisco, with its steady and consistent growth, again shows itself as a community affected less comparatively than most cities by the spectre of business depression and the timidity of capital that customarily accompanies this phenomenon.

Mr. Schwab Discusses Wages

IN Mr. Schwab's address to the American Iron and Steel Institute he dealt intelligently and sympathetically with the question of keeping up the wage scale in a time of depression. Naturally, with the average output up to only 50 per cent of capacity, steel mills have had to put many men on part time and temporarily lay off others. The result has been to cut the total bill for labor costs by something like 25 per cent. Yet there has been no change in the fixed scale. At the same time, Mr. Schwab explained, labor has become to some extent more efficient. This has been largely due to skilled management—the better routing of materials, the use of improved machinery, along with more careful planning of work. If by such methods a laborer who at \$5 a day produced one unit of steel could turn out two units, that would mean a saving of \$2.50 per

unit without any reduction of wages. Mr. Schwab argued that this would be more considerate and also more profitable than to lower the man's wage to \$4 a day.

It is doubtless the case that many corporations with large numbers of employees have sought to solve the problem in similar ways. The question is whether they have had due cooperation by workmen. President Green of the American Federation of Labor has been warning of what he calls a "conspiracy" to reduce wages. This he declares that organized labor will resist to the last extremity. But might he not properly call upon the members of the unions to help in meeting a difficult situation? They could do much to supplement the efforts of employers to make labor more efficient. It is well known that under the rules and practices of the labor

unions a great deal of waste is permitted, even demanded. Men are sometimes not allowed to do more than a minimum for the day's wage. Time out is often taken unnecessarily and arbitrarily. In certain cases, with which the printing business is only too familiar, needless duplication of work is insisted upon by the unions. Perhaps in flush times they felt warranted in thus making labor costs needlessly high. But it would seem that at a period when every sort of economy and heightened efficiency are requisite they might waive for the time being at least some of these costly privileges.

If capital and labor are both bound to do their best to maintain high wages, and not to suffer a lowering of the standard of living, labor must be ready to do its part. Wages can be kept high if wage earners do an honest and efficient day's work for their pay. If they do not, they will be blind to their own interests, and will not be doing their share, along with employers, in helping to get through the crisis with as little hardship as possible, and in hastening the return of better times.—*New York Times*.

Court Rules on Jurisdictional Dispute

A TRADE UNION cannot institute a secondary boycott in support of a jurisdictional trade dispute, according to a recent opinion rendered by the Supreme Judicial Court of Massachusetts. This case, one of the most interesting of recent legal decisions affecting the law of labor, was brought as the result of an application for an injunction by a large and important manufacturer of cork insulating materials and was directed against the Roofers' Union.

The plaintiff company had always employed union roofers in a limited area comprised within a radius of twenty-five miles of New York City. These men had been especially trained for the peculiar work of the plaintiff. In other communities, however, the company had employed union carpenters and union plasterers to install its insulating products.

In Boston the plaintiff company's cork insulating material was sold to a customer to be installed on a job by another contractor. The union ordered its men to strike this job and also a job where the plaintiff company, itself, was performing certain work and other contractors were employing union roofers to install other portions of the building. Both of these strikes were directed not against the plaintiff company itself but against its materials on the grounds that the plaintiff company had refused to sign an agreement with the Roofers' Union. The union in turn voted to refuse "to handle any product of the Armstrong Cork Company until they come to a signed agreement with our local."

After the case had been heard by a referee in chancery the court held that the union had exceeded its legal authority; and that a union might properly be enjoined from entering into a combina-

tion to prevent other persons from working for a contractor.

The entire case is of interest in that the courts have only infrequently been called upon to pass upon the jurisdictional claims of various unions. In this instance the work was directly claimed by at least three crafts. The roofers made a claim for the work and among other things claimed "the right to determine the number of men used on each operation." The carpenters claimed all of the setting of cork wherever it might be applied, except where the cork was to be set in Portland cement, on the grounds that it was a wood product. When the cork was set in cement the work was to be performed by plasterers and the carpenters acceded to the jurisdictional claim of the latter organization.

This case is an example of the extremes to which the jurisdictional claims of building trades unions may be allowed to go. General contractors and subcontractors who were in no sense a party to the dispute between the Armstrong Company and the Roofers' Union, but who were merely employed on the job on which the Armstrong Company's products were to be employed, were prevented from completing jobs by the refusal of the Roofers' Union to permit its members to be employed by any contractor on such a job until the union had succeeded in forcing the Armstrong Cork Company to accede to its demands.

In San Francisco, fortunately, such situations cannot arise. Absurd jurisdictional claims of this character have never been recognized since the adoption of the American Plan. Nor has a situation arisen such as that created on the Boston job, where it was necessary, before the job could proceed, to

THE AMERICAN PLAN...

substitute the materials of another manufacturer in order to satisfy the conflicting claims of various union organizations involved. In San Francisco no jurisdictional strikes have occurred in ten years with the exception of a single brief dispute lasting for a few hours and involving less than a half dozen men. Nor is the freedom from such disturbances the only advantage which has been gained from the elimination of jurisdictional difficulties and controversies. The insistence of union organizations on the right to install particular materials and the conflicting and overlapping claims of union organizations have inevitably tended to increase the cost of work wherever such claims have been recognized. Where half a dozen crafts and a dozen men must be paid for a full day's time in order to perform a particular job which one or two competent mechanics could handle if reasonable freedom of choice as to the men to be employed were allowed to the con-

tractor, costs climb with startling rapidity. As an example of how these unwarranted costs may be built up a recent case in the East may be cited. An identical exhibit was installed in two communities. In one of these cities the unions dominated the building industry while in the other their powers had been sufficiently diluted so that claims of this character could not be enforced. The result was that in the union-dominated community the cost of installation was almost ten times what it was in the second city. Benefits which accrue to the building public through the elimination of jurisdictional claims are likely to be ignored, but the freedom which the building public has attained in San Francisco and other communities where reasonable industrial conditions prevail has tended materially to reduce the cost of construction through the complete elimination of both jurisdictional claims and disputes.

Musicians' Union and School Music

ACCORDING to a recent editorial in *The Argonaut*, the methods of the Musicians' Union in San Francisco "have long since forfeited the respect of the public, but its latest attempt in the establishment of a musical dictatorship in this city is so outrageous that, if it were not the climax of a long series of impertinences, it would be ludicrous."

The San Francisco weekly is moved so to comment by the recent appearance of Albert A. Greenbaum, the secretary of the Musicians' Union, before the Board of Education of San Francisco when he demanded that the Board of Education put a stop to amateur musical shows and concerts given by pupils in public schools because such performances were hurting the theatrical business. Inferentially, of course, one might surmise that Mr. Greenbaum believes that such performances are hurting the al-

ready seriously crippled Musicians' Union. As *The Argonaut* remarks, when Mr. Greenbaum stated that the school performances were hurting the theatre business, he really meant that the amateur theatrical performances and concerts were "hurting the union music business." Continuing, *The Argonaut* says: "Union music, in the opinion of Mr. Greenbaum and his associates, is the only music to which the public should be permitted to listen."

It is to be supposed that the Board of Education was not vastly disturbed over Mr. Greenbaum's presumptuous demand. It listened to him politely and then requested the Superintendent to make a report. *The Argonaut* says: "By all means let the Board of Education eject child musicians from the schools and forbid amateur concerts. The rights of union music must be preserved."

A RECENT dispatch from Detroit indicates a new field for union activity which is one of the by-products of the prohibition era. It is stated that speakeasy operators and waiters employed by them are working jointly for the organization of a union to protect their interests. It is stated that one of the many advantages which will flow

from the new union is that it will offer to its members bail and bond service so that they will not have to languish behind prison bars should they run afoul of the Volstead Act.

The dispatch does not state whether the proposed organization will apply to the Culinary Workers' Union for a charter.

Missouri Electric Groups Enjoined

AS A RESULT of a consent decree recently entered in the Missouri Supreme Court following an application for an injunction by the Attorney General, three electrical organizations operating in St. Louis were permanently and perpetually dissolved, and their charters revoked. In the proceedings the Attorney General charged that the corporations were guilty of "unlawful and malicious perversions and abuses of their charter." It was brought out at the hearing following the filing of the necessary legal papers that all contractors were required to belong to the three associations dissolved, and also to a fourth one which must mend its ways under the decree or also be dissolved, and that there was an agreement among contractors to charge a minimum of 33 1/3 per cent profit. Each contractor was compelled to pay to one of the organizations \$2.80 a day for life and annuity insurance for every union electrical worker employed by him. Labor was charged to the public at the rate of \$16 a day wages plus the usual loadings for overhead and profit, but of the \$16

the union worker, according to the *Electrical World*, only received \$13.20. In addition there were numerous fees, dues and assessments which the contractors were required to pay and which tended materially to increase their overhead cost and increase the cost of electrical work to the public.

If the contractor failed to comply with the regulations imposed or to become a member of one of the associations or to obey the regulations of those who dominated the association activities, labor difficulties and loss of contracts resulted.

The St. Louis electrical situation represents one of the most finely developed forms of the so-called "collusive agreement" type of racket under which employers and workers conspire together to increase profits and wages and to mulct the public at every conceivable turn. Collusive agreement rackets are only possible where union domination is accepted and recognized. The public is protected against voluntary robbery of this character whenever employers are unable to conspire with union officials for the mutual advantage of both.

New Jersey and Czar Brandle

THEODORE M. BRANDLE, the so-called labor czar of New Jersey, is again in trouble. This time he has run afoul of the Federal Government on two separate charges. The Bureau of Internal Revenue is suing him for failure to make the proper income tax return. Another prominent labor official associated with Brandle, Johnny Delaney, is also similarly charged by the Federal Government. The Department of Justice is also hot on Mr. Brandle's trail in connection with a charge of conspiracy and attempted interference with interstate commerce. Finally, Brandle's own building trades union, the Ironworkers' Union, of which he is the official representative in New Jersey, has instituted a movement to oust him from his position of power.

Some of the advantages of labor leadership in New Jersey may be gathered from the fact that the Federal Government charges that in 1926 Brandle only paid an income tax of \$1,021 when he should have paid a tax of \$5,430. The following year this staunch defender of the rights of the wage earner reported to the Government that his income was

only \$21,822. But the Government insists that his income, less deductions which he was entitled to take, amounted to the trivial sum of \$56,725. The following year, 1928, his income was only \$72,443. The Government allowed him a deduction of \$47,000 and although his tax in that year properly computed should have been \$825 he only paid \$87 in income taxes.

The conspiracy charge that has brought Brandle into conflict with the Department of Justice relates to the organization of a rock, sand and gravel company and the development of an association in which the four companies which controlled all the rock, sand, and gravel business in New Jersey were affiliated. When a contractor refused to purchase his materials at exorbitant prices from the associated companies and attempted to bring in building materials from outside the State, jobs upon which he was working were ordered struck and could not proceed until he had made his peace with Brandle's association. According to news dispatches, such contractors were advised that they had better make

THE AMERICAN PLAN...

their peace or else quit if they did not want to go broke. A firm engaged in the construction of two important buildings was harassed by building inspectors and by police officers. Its representatives were advised that unless it abrogated contracts into which it had entered for the purchase of building materials, these friendly persuasive methods would be indefinitely continued.

That the decent trade union members of New Jersey are beginning to rebel against the arrogant and arbitrary methods of Brandle is indicated by the fact that at a recent meeting of the Ironworkers' Union in Jersey City, which Brandle controls, an insurgent group insisted that Brandle be ousted from his place in the Ironworkers' Union. Cries of "Throw Brandle out!" and "Oust the labor racketeers!" punctuated a spirited union meeting.

In the face of all of these difficulties Brandle's superiors in the labor world maintain a discreet and ominous silence. Apparently they are uninterested in the prostitution of the labor movement so long as those who degrade it deliver the goods in the form of per capita taxes.

In an official communication to Mr. Wm. Green, the president of the American Federation of Labor, relative to the New Jersey situation, the counsel for complaining contractors who are responsible for bringing the indictments against Brandle, the building trades council of which Brandle is president and many other individuals and companies said: "The situation I am referring to, while it may be local at

present, although I believe it has a counterpart in other sections of the country, will, if permitted to go on unchecked by the responsible heads of the labor movement, eventually destroy the labor movement."

It was further charged in the letter to Mr. Green that "any builder who does not buy his material from a member of the dealers' association cannot get union men to work for him and association dealers charge from 10 to 20 per cent more than non-member dealers." It was further charged that "there is practically no building in Hudson County today and thousands of the members of the building trades are in idleness."

Mr. Green, in reply to this letter, stated:

"While it is impossible for me to deal directly with the situation described in your communication, you may feel assured that it is my purpose to call your complaint to the attention of the offices of the national unions having jurisdiction and to call upon them to make an investigation, and if your charges are found to be correct, take such action as may seem necessary."

It seems hardly necessary to state that no investigation has been made and that neither the American Federation of Labor, its Building Trades Department, nor the officers of the Bridge and Structural Ironworkers' International Union will attempt to tangle with Mr. Brandle and his entrenched labor gang in New Jersey.

And the Labor Movement Calls it Voluntarism

AS A RESULT of the demand of the Motion Picture Operators' Union in Chicago that all theatres should employ two motion picture operators in each booth irrespective of the nature of the talking equipment employed, 104 neighborhood theatres in that city employing more than 5,000 persons were recently closed down. Hardly had the closing orders gone into effect when one chain of theatres attempted to resume operations under the same conditions of employment as had prevailed prior to the strike, but with non-union men. Conveniently, and by one of those strange and inexplicable operations of the laws of chance, three of these houses were mysteriously bombed. No one was apprehended and no arrests were made. The

customary explanation of complete lack of connection between the strike and the bombings was advanced by union officials and in accordance with traditional practice it was charged that detectives or detective agencies which had been employed or which desired to be employed to protect the theatres and their patrons were responsible for the destruction of property.

In New York City the proprietor of a chain of motion picture houses in upper Manhattan obtained the arrest of seven officials of Local No. 6 of the Motion Picture Operators' Union, charging them with conspiracy. According to news dispatches, this chain of theatres was purchased from one of the large national chains and shortly after the pur-

chase an agreement which has been in effect between the old management and the Motion Picture Operators' Union expired. The union immediately demanded that a new agreement be entered into and that eleven additional men be employed. When the proprietor stated to the committee from the union that he could not accede to the demand, it is charged that the three representatives of the Motion Picture Operators' Union who constituted the committee drew revolvers and laid them on the table without comment other than to renew the demand. When the demand was again refused, the union representatives left the room.

Tactics quite characteristic of arrogant union control were then employed. A steam calliope was stationed in front of one of the theatres and played continuously during the performance, making it impossible for the patrons to follow the picture. On the next day dozens of negroes were sent into the theatre. They refused to sit where they were requested by ushers and continually shifted and changed their seats until patrons left in resentment.

Finally, it was charged, negroes annoyed patrons who were in line waiting to buy tickets, and to cap the climax representatives were sent to the homes of patrons of the theatres urging that they should not be patronized because "they are liable to be bombed at any time."

Following these disturbances the theatrical manager was again called upon by the same committee and upon his repeated refusal to accept the demands he was advised that unless he changed his mind he would be "put out of business and given the works."

It is hardly necessary to strain one's credulity in order to accept these charges at their face value. Unfortunately, even though those indicted are convicted, the union will do nothing about it. High union officials hide behind the specious plea that the local is an autonomous unit of the organization and that its officers and members cannot be disciplined by the national body. Palpable excuses of this character may suffice to allay the natural questioning of those who do not understand trade union methods, but when the same Union will instantly discipline a member or a local which may violate some union regulation that seems to threaten either the power of the officers or their ability longer to retain their lucrative posts there is no doubt as to the ability of the parent body to enforce its will. A section of the union's constitution is found to cover the case in point and the axe falls.

Nothing could do more to encourage friendly and cooperative relationships between employer and employed and to prepare the way for joint efforts on such important economic problems as are now facing the nation than to have the American Federation of Labor and some of its important constituent unions drastically and unconditionally penalize members or officers found guilty of practices of this character. Instantly, in the minds of thousands of Americans the trade union movement would be divested of the charge that it is a self-perpetuating oligarchy. Instantly would it be invested with that confidence and support which its leaders claim and which its potential position in the industrial life of the country warrants.

OFFICERS AND DIRECTORS OF THE INDUSTRIAL ASSOCIATION OF SAN FRANCISCO

OFFICERS

PRESIDENT :
GEORGE W. KELHAM

VICE-PRESIDENT :
J. E. CUSHING

SECRETARY :
CHARLES R. PAGE

TREASURER :
J. W. MAILLIARD, JR.

MANAGING DIRECTOR :
ALBERT E. BOYNTON

DIRECTORS

WALLACE M. ALEXANDER, Pres.
Alexander & Baldwin, Ltd.

ROBERT A. KINZIE
Mining Engineer

COLBERT COLDWELL
Coldwell, Cornwall & Banker

FREDERICK J. KOSTER, Pres.
California Barrel Co., Inc.

JAMES A. CRANSTON
Commercial Vice-President
General Electric Co.

J. W. MAILLIARD, JR.
Mailliard & Schmiedell

J. E. CUSHING
Vice-Pres. & General Manager
American-Hawaiian Steamship Co.

F. S. MCGINNIS, Vice-Pres.
Southern Pacific Co.

ROBERT B. HENDERSON, Pres.
Pacific Portland Cement Co.

CHARLES R. PAGE, Vice-Pres.
Fireman's Fund Insurance Co.

ROBERT G. HOOKER, JR.
Asst. to the President,
Gladding, McBean & Co.

RICHARD S. SHAINWALD, Pres.
The Paraffine Companies, Inc.

GEORGE W. KELHAM
Architect

J. H. THRELKELD, Gen. Mgr.
Threlkeld Commissaries

A. EMORY WISHON, Vice-Pres. and Asst. General Manager
Pacific Gas and Electric Co.

THOU shalt not oppress an hired
servant that is poor and needy,
whether he be of thy brethren,
or of thy strangers that are in thy land
within thy gates:

At his day thou shalt give him his hire,
neither shall the sun go down upon it;
for he is poor, and setteth his heart upon
it: lest he cry against thee unto the Lord,
and it be sin unto thee.

Deut. 24, 14-15.

mem d

J. T. W.

